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**FACTORS AFFECTING EMPLOYEES' PERFORMANCE: THE CASE
OF TELECOMMUNICATION COMPANY, JORDAN**

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**MASTER OF HUMAN RESOURCE MANAGEMENT
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**Pusat Pengajian Pengurusan
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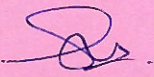
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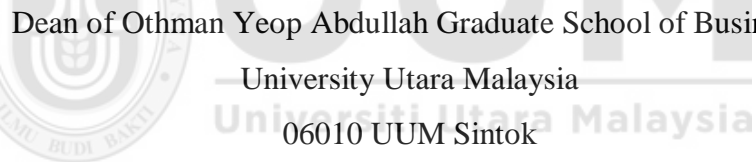
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ABSTRACT

Nowadays, the phenomenon of employee performance become a major concern for management around the world as it is a key element which influence organizational effectiveness and competitiveness in era of technological advancement. In understanding these key elements towards achieving success throughout the emergence of globalization, the main objective of this study is to analyze the relationship between workload, role conflict, supervisor support and co-worker support with employee performance among telecommunication employees, Jordan. Data was collected using questionnaire through convenience sampling technique. Total 285 questionnaires distributed to the employees; however, only 119 questionnaires have been successfully collected, and further used for the data analysis. For data analysis; SPSS version 25.0 has been used. From the research findings, it revealed that three (3) out of four variables having significant relationship with the employee performance, which are role conflict, supervisor support and co-worker support. As a recommendation, Telecommunication Company in Jordon need to ensure that all three variables (role conflict, supervisor support and co-worker support) which have significant relationship with the performance need to be managed successfully as to boost up their employees' performance.

Keywords: Employee Performance, Workload, Role Conflict, Supervisor Support, Co-worker Support.

ABSTRACT

Pada masa kini, fenomena prestasi pekerja menjadi kebimbangan utama bagi pengurusan di seluruh dunia kerana ia merupakan elemen penting yang mempengaruhi keberkesanan organisasi dan daya saing dalam era kemajuan teknologi. Dalam memahami elemen-elemen penting ini ke arah mencapai kejayaan sepanjang kemunculan globalisasi, objektif utama kajian ini adalah untuk menganalisis hubungan antara beban kerja, konflik berperanan, sokongan penyelia dan sokongan rakan sekerja dengan prestasi pekerja di kalangan pekerja telekomunikasi di Jordan. Data dikumpul menggunakan soal selidik melalui teknik pensampelan mudah. Sejumlah 285 soal selidik diedarkan kepada pekerja; walau bagaimanapun, hanya 119 soal selidik berjaya dikumpul, dan seterusnya digunakan untuk analisis data. Untuk analisis data; SPSS versi 25.0 telah digunakan. Dari hasil penyelidikan, ia menunjukkan bahawa tiga (3) daripada empat pemboleh ubah mempunyai hubungan yang signifikan dengan prestasi pekerja, iaitu konflik peranan, sokongan penyelia dan sokongan rakan sekerja. Sebagai saranan, Syarikat Telekomunikasi di Jordan perlu memastikan bahawa ketiga-tiga pemboleh ubah (konflik peranan, sokongan penyelia dan sokongan rakan sekerja) yang mempunyai hubungan yang signifikan terhadap prestasi perlu diuruskan dengan jayanya bagi meningkatkan prestasi pekerja.

Kata kunci: Prestasi Pekerja, Beban Kerja, Konflik Peranan, Sokongan Supervisor, Sokongan Kerjasama.

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List of Abbreviations

COB	College of Business
JD-R	Job Demand-Resources Model
ICT	Information and Communication Technology
OYA	Othman Yeop Abdullah, Graduates School of Business
SPSS	Statistical Package for Social Science
UUM	Universiti Utara Malaysia



CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter highlight the background of the study, followed by the problem statement, research question, research objective, significant of research and scope of the study, showed the definitions and main concept used in the study. Finally, this chapter will show the organization of the remaining chapters.

1.2 Background of the Study

The growing competition of internal and external environment due to the globalization and technological advancement has created more challenges and difficulties for the organization to cope and adapt to these changes (Al-Dmour, Yassine, and Masa'deh, 2018). Every one of these events have caused made organizations realize that they need to develop unique dynamic characteristics that increase their competitive advantages; especially with regard to their employee performance as a source of strategic advantage in order to survive in a constantly changing market environment. (Wright and Snell, 2009; Diamantidis and Chatzoglou, 2019). Accordingly, effective employee performance management is imperative for business organizations in order to augment organizational success, and the performance-driven objective is expected to be aligned with the organizational policies to become more strategic and an employee performance-centric perspective (Pradhan and Jena, 2017). In this way, the trend of the organizations toward innovation should not be restricted to introducing the modern tools and techniques, but the management should be convinced that the employees can innovate and create solutions for the problems they face (Abualoush, Obeidat, Tarhini, Masa'deh, and Al-Badi, 2018).

In addition, the organizations should respond to the changes creatively and find modern and innovative ways and then they became obliged to make basic changes in their management styles; through finding creative individuals and provide the required and suitable tools that help creating new methods and modern work techniques and quick administrative solutions to face these challenges (Mughraj, 2015). A creative individual is considered as a fortune better than the materialistic fortune, and the major key which eventually will lead to achieving the organization's vision and goals (Alrowwad, Obeidat, Yousef, Al-Khateeb, & Masa'deh, 2018). As mentioned by Ismail, Majid, Jibrin-Bida, & Joarder, (2019) organizational success is contingent upon employee's performance, given their possession of the required skills, knowledge and competencies needed for the execution of organizational strategy and planning. Consequently, employee performance becomes a core for organizational success and become a major concern for management around the world as it is a key element which causes and impact on organizational effectiveness, competitiveness, and innovation (Ghebregiorgis, 2018). Besides that, organizations are trying to more sensitive with regard to their performance by focusing on employee performance (Obeidat, 2016). As stated by Ghebregiorgis, (2018) organization performance is entirely based on employees' performance, that is, if the employees' in the organization have a better performance, the organization's performance, in general, will be high and vice versa.

In the current times, there have been significant changes that took place in the service sector, and these include the telecommunication sector, due to the nature of telecommunication sector that needs necessitates sector-specific skills to achieve the

highest level of employee performance in order to attain and sustain goals this is sector (AL-Nawafleh, ALSheikh, Abdullah, & bin A. Tambi, 2019). In turn, this enables the service sector to transform the countries' economic structures and revolutionize the market of mobile phone providers (Sur, 2012). according to Gbadeyan and Gbonda, (2012) the telecommunication providers have taken top position as the fastest growing sector all over the globe, that is lead has heightened the level of competition between organizations as they seek to have a competitive advantage over their peers in this industry. Subsequently, the need to attain company objectives has become paramount and therefore the productivity and performance of employees have become a key aspect for human resource management (Guan, & Frenkel, 2018). As stated by Imran, & Tanveer, (2015) the ability of an organization to attain its objectives relies heavily on the productivity levels of the individual employee. Subsequently, individual employee performance is integral in attaining organization objectives, improving its productivity, and increase the profitability of the organization as a whole.

Given that the telecommunications industry is constantly growing on a large scale and has enormous opportunities globally, today's telecommunication firms are lowering their cost and improving their services to be competitive. As stated by Zreen, (2018) organizations are continuously working on improving their products and services and their employee's performance in order to survival in the era of technological advancement. Moreover, employee's performance becomes a great concern of creating an expectation for management and the organization that they serve, due to the employee the major aspect that enhances the performance of the organization (Afsana, Afrin, & Tarannum, 2015). Thus, organizations need to overcome the factors

that affect employee performance in order to meet rapidly changing forces such as pressure to provide quality and innovation and to increase the pace of work to deal with the difficult global environment that has led to an increase in job demands (Tetik, 2016).

In addition, these changes in global environment have made organizations realize that the performance of their employees is the main concern, distinct factor for leading organizations, and the first brick that build to ensure the organization success in the era of competition (Asamani, Amertil, & Chebere, 2015). As emphasized by Ismail et al., (2019) the importance of improving employee performance because it leads to a competitive advantage in the era of technological development. Besides that, employee performance is the value that distinguishes between two organizations, they are sources of competitive advantage, which cannot be imitated by competitors if they participate correctly, unlike technology, products, and processes that can be easily obtained by competitors (Al-Dmour et al., 2018).

Therefore, the employee's performance faces many challenges, including rapid changes in the technology and job demands which has caused by globalization. In order to be more competitive, the companies should respond effectively to these challenges as well as to the factors that affect employee performance (Diamantidis, & Chatzoglou, 2019). Moreover, when employees are faced with work environmental demands they trade-off between obtaining their performance goals and the mental effort required to meet these goals, as demands increase it becomes more difficult for employees to maintain their desired organization's goals (McGregor, Magee, Caputi, & Iverson, 2016). Thus, employees are the ones who play major roles and make

significant contributions to the organization's success (Kiruja, & Kabare, 2018). As mentioned by Anitha, (2014) employee performance lies at the heart of all the organization's endeavors. Consequently, study on employee performance are very necessary and relevant in the Jordan telecommunication industry because this sector is very important in economic development. As Prime Minister Dr. Omar al-Razzaz said that "we have in Jordan great economic energy generated by the ICT sector " (Jfra-news, 2018). Nevertheless, few of studies focused on these partial specifically in Jordan. Hence, this research is intended to discover the influence of job demands and resources on employee performance in the telecommunication sector of Jordan.

1.3 Problem Statement

The challenges caused by new technology, climate change, and work environment calls for a collective global response to the disruptions they are causing in the world of work today (International Labor Organization, 2019). These are changes have led to threats and challenges to organizations to achieve its strategic goals and retain their employee in the high level of performance (Lee, Huang, & Ashford, 2018). Therefore, organizations need to maintain their employee's performance in a state of constant evolution to respond to the rapid developments in the competitive environment (Aboyassin & Sultan, 2017). As mentioned by Al-Sardia & Ahmad, (2014) today's customers are less tolerant with the poor service given by the organizations or service providers; therefore, If the customers are happy with the products and services, they would return back to the same service provider, else the customers will look for a new service provider; therefore, in order to survive in a competitive environment, organizations need to provide goods and services that would make their customers

happy. Thus, improvement of productivity is a central issue in present-day organizations, a widely researched domain in the literature of organizational behavior and human resource development (Lawler, & Worley, 2006; Pradhan et al., 2017). In the context of the telecommunication industry, the telecommunication industry impacts the national economy and encourages employment around the world particularly in developing countries such as Jordan. Jordanian's telecommunication industry is rife with increased competition and growth, with upgrades and extension being continuously conducted (AL-Nawafleh et al., 2019). However, the financial statements for the three major telecommunication companies that operating in Jordan (Zain Group, Jordan Telecommunication Company "Orange ", and Umniah Company), recorded a decline in net profits during the first half of this year Compared to the same period last year, to continue the series of decline in profits, which began to become clear since 2012 (Al-Ghad newspaper, 2018). Furthermore, there is a lack of availability of qualified human resources and highly skilled workers in Jordan who can help stir up this industry (Al-Sardia et al., 2014).

In addition, Jordanian telecommunication companies have to develop systems that play an important role in achieving the highest level of employee performance in order to survive in an extremely demanding environment (Al-Weshah, Al-Manasrah & Al-Qatawneh, 2018). In addition, President of Civil Service noted new changes of working environments efficiency of work, consolidate work controls, and effecting of job performance in Jordan (Jordan News Agency-PETRA, 2017). Therefore, studies on employee performance are very necessary and relevant in the Jordan

telecommunication industry because this sector is very important in economic development.

According to the theory of job demands and resources (JD-R), job demand and resources are connected to employee performance. Demands are perceived as expectations, situation, and circumstances which exist in the organization, roughly speaking these are the ‘bad things’ at work that drain energy while resources related to the source that is utilized to meet those demands, roughly speaking these are the ‘good things’ at work that give energy, the degree of performance lessens when resources are insufficient to fulfill the demand (Lesener, Gusy & Wolter, 2019). As mentioned by Schaufeli, (2017) when job demands are chronically high and are not compensated by job resources, employee’s energy is progressively drained, which may lead to negative outcomes for the individual (e.g., poor health) as well as for the organization (e.g., poor performance).

Previous studies examine the relationship between deferent factors such as (organizational citizenship behavior, leader-member exchange, learning, innovative work behavior on employee performance in different countries, disciplines, and organizations (Atatsi, Stoffers & Kil, 2019). In addition few studies focus on the influence of job demands and resources on employee's performance. According to Hazirah & Yusof, (2017) previous research has generally considered job demand and job resources singly or separately. Then, from a theoretical and practical point of view, a study result is needed to promote a better understanding of the job demands, resources and their direct effects on employee performance as a source to raise or lower employee performance. In this case, a study that would consider this set of

variables (workload, role conflict, supervisor support, and co-worker support) collectively is required in this regard with a particular interest in the telecommunication industry. This would bring a new direction and provide additional insight into the influence of job demands and resources factors on employee performance.

According to Iroegbu, (2013) there are job demands that impact an employee's level of job performance such as role conflict, and workload variables are some of the factors that influence the rate at which the employee works. Therefore, the failure to the right balance between workload with stress will lead to fatigue, poor performance, and deteriorated quality of life (Johari, Yean Tan, & Tjik Zulkarnain, 2018). Furthermore, many studies link a large workload with performance, which is either evoked by the number of tasks encountered or because of the difficulty of the task. The relationship between workload and employee performance has been revealed in several studies, but the results are inconsistent, researchers like Albasu and Nyameh, (2017); Siswanto, Supriyanto, Ni'mah, Asnawi & Wekke, (2019) concluded that workload could improve the performance of the employee. Meanwhile, Bruggen, (2015) found a U-shape relationship between workload and performance. However, Johari et al., (2018); Munawaroh, Riantoputra, & Marpaung, (2013) found different results and reported that the workload had no impact on the employees' performance. Dhelviah, (2018) stated that workload will cause an employee's performance to decline. Moreover, a more focused study that will also consider the impact of workload on employee performance would be very relevant to address the issue of job demands and resources and employee performance in this domain.

On the other hand, role conflict exists in situations in which demands or instructions emanating from one or more superior authorities in the organization to subordinates are unclear, ambiguous or inconsistent with each other or with the time and resources available for the execution (Iroegbu, 2013). For the organizations that face the role conflict will result in reduced organizational commitment, motivation, job satisfaction, and productivity, and increased absenteeism and even turnover then greatly affect the performance of employees in particular and the organization in general (Novriansa, & Riyanto, 2016). According to (Ford, Barnes-Slater, 2002) many managers see role conflict as a threat to service performance and typically spend up to 30% of their time preventing workplace conflict. In addition, concerning the relationship between role conflict and the employee' performance, studies conducted by Sutanto & Wiyono, (2017) and Ariffin, Sahaib & Mazhisham, (2017) have attempted to relate role conflict to the employee performance; however, these studies were not specifically conducted in the telecommunication industry, unlike the present study which tends to do this.

In addition, job resources are the social, physical, and organizational resources that enable employees to achieve organizational objectives, reduce job demands and contribute to high levels of work performance (Kanten, 2014). Further, derived from organizational culture, social support is important in helping employees carry out their jobs and enabling employees to face and overcome job-related challenges (Matthews, Bulger, & Barnes-Farrell, 2010; Bhatti, Hussain, & Al Doghan, 2018). Several researchers have identified the support that comes from both supervisors and co-workers as important dimensions of social support in the workplace (Ismail, Saludin, Wamin, & Abd Rauf, 2011; Major, Turner, & Fletcher, 2006).

Supervisors are viewed as agents of the organization and serve as a bridge between the organization and employees, supervisor's support of employees encourages such essential job outcomes as effective employee performance (Kumar, Duggirala, Hayatnagarkar, & Balaraman, 2017). In other words, supervisor support has a positive effect on employees' attitudes and behaviors, and crucial in ensuring that employees are able to competently perform their jobs (Vann, 2017). Rubel, & Kee, (2013) claim that supervisors are considered the source of energy for employees provided that supervisors are supportive. As stated by Vann, (2017) low levels of employee perceptions of supervisor support decrease organizational profitability by as much as \$151 million annually, depending on the size and type of organization.

On the other hand, co-worker support includes emotional concern, instrumental aid, information, or appraisal (Carlson and Perrew, 1999). These types of support from coworkers encourage employees to solve job-related problems with more efficiency (Karatepe, Olugbade, 2009; Schaufeli and Bakker, 2004). As emphasized by Nagami, Tsutsumi, Tsuchiya, & Morimoto, (2010) coworker support, either emotional or tangible, would be of great help in the workplace. Both supervisor and co-worker support are key to the achievement of goals in any workplace (Shifa, Zulkifli, Yusof, Ainon, Ungku, & Ismail, 2013; Bhatti et al., 2018). Thus, supervisor or coworker support have more links to employees' performance, because most employees has greater daily contact with supervisors or coworkers in the workplace than upper-level managers in the company, they are more likely to perceive direct cares and support from supervisors and coworkers more than the organization itself (Kim, Hur, Moon, & Jun, 2017). Indeed, co-worker support has received less attention in the workplace

support literature that has a supervisor or organizational support (Ng and Sorensen, 2008; Kim et al., 2017).

According to Rubel et al., (2013); Karatepe, (2014); Yang, Shen, Zhu, Liu, Deng, Chen, & See, (2015) although co-worker support and supervisor support are both important in reducing job stress and high-performance work practices, most studies have investigated these two support mechanisms separately. Besides that, Amarneh, Abu Al-Rub & Abu Al-Rub, (2010) the positive effect of social support on some organizational variables as reducing job stress and preventing burnout has been well researched, its effect on coping and well-being are also well documented; On the other hand, its effect on job performance has rarely been tested. Nagami et al., (2010); Bhatti et al., (2018); Bhatti, Mat, & Juhari, (2018) suggested that Further studies are necessary to examine the effects of the supervisor's and co-workers' support on employee performance. In addition, future research should be extended to other service segments is recommended to validate (Nagami et al., 2010; Karatepe, 2014; Birkenmeier, & Sanséau, 2016; Kim et al., 2017). According to Amarneh et al., (2010) in Jordan, few studies were found that investigated the relationship between co-worker social support and job performance. Thus, this study aims to examine the impact of workload, role conflict, supervisor support, and co-worker support on employee performance in the context of the Jordanian telecommunication.

1.4 Research Questions

1. Is there any significant relationship between workload and employee performance?
2. Is there any significant relationship between role conflict and employee performance?
3. Is there any significant relationship between supervisor support and employee performance?
4. Is there any significant relationship between co-worker support and employee performance?

1.5 Research Objective

1. To examine the relationship between workload and employee performance.
2. To identify the relationship between role conflict and employee performance.
3. To identify the relationship between supervisor support and employee performance.
4. To examine the relationship between co-worker support and employee performance.

1.6 Scope of the Study

This study examines the influence of job demands and resources on employee's performance in the telecommunication company in Jordan. Specifically, this study is conducted to assess the impact of job demands and resources on employee's performance, and data was collected among employees in Zain Group Company. The telecommunication company is a service-oriented industry and high job performance of telecommunication employee is determined by the customer's satisfaction. Moreover, due to the changes in the global economy, Zain Group is started to on the development and optimization filed of the economic environment and industry in Jordan, to meet economic challenges and more complex business requirements to support the national economy and encourage investment in Jordan.

Telecommunication sector in Jordan is one of the significant sectors in the service industry. Furthermore, the telecommunication sector is an important source of finance to the growth of the domestic economy. Since telecommunication sector has a very crucial role towards the economic development of Jordan, the employees are expected to engage in high job performance in order to retain its contribution to the national economy and the founding of a promising future for the coming generations that combines quality, knowledge, and prosperity.

1.7 Significant of the Study

This study will benefit the telecommunications sector in identifying main factors affecting employee performance in order to achieve excellent operational performance. Furthermore, when collecting data from the study sample, the researcher

will be able to obtain statistical information from the employee's perspective on the factors affecting their performance. This study will also help other researchers to identify factors affecting employee performance in Jordan's telecommunications sector.

1.7.1 Theoretical

If organizations become aware that job demands and resource can have an impact on employee performance that can be of great benefit in this regard, they will certainly strive to provide all necessary conditions for work to enhance employee performance, satisfaction, productivity and commitment to achieve their organizational goals. Thus, this study is very important for the academic field as it can be used to analyze the impact of job demands and resource on employee performance. In addition, this study will help the telecommunications sector in Jordan to learn more about the current practices and policies being implemented by the Organization. Hence, the researcher hopes that this study will provide another additional perspective on this issue and contribute to the expansion of future research. In fact, it will play an important role in uncovering the secrets behind improving employee performance in the telecommunications sector.

1.7.2 Practical

The result of this study will help the telecommunications sector to identify factors that actually affect the functionality of telecommunication staff in order to increase and retain excellent employee performance. Moreover, the results of this research will also provide information to the telecommunications sector on the impact of job demands and resource on employee performance at Zain Group in Jordan. In addition,

if the findings of this research indicate that job demands and resources affect employee performance in the Zain Group, management will give a signal to plan policies or guidelines to avoid factors that affect employee performance during working hours.

The service sector in Jordan is constantly growing, especially for the telecommunications industry. In fact, the telecommunications industry has contributed significantly to Jordan's economic growth. In these few years, the number of customers continues to increase as well as the mass promotion of customer services that actively promote the telecommunications sector internally and encourage the Jordanian economy in general.

1.8 Definitions of Key Terms

1.8.1 Dependent Variables

Employee performance refers to the activities and behaviors of an individual that has a direct connection in achieving and contributing to the organization's goals (Ahmad and Shahzad, 2011).

1.8.2 Independent Variables

1.8.2.1 Job Demands

Job demands refer to those expectations, situations, and circumstances exist in the work that influences employee's energy, and requires sustained physical and psychological effort in order to face those work aspects (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). Under job demands, two dimensions are identified in this study:

- i. The workload is the amount of work that needs to be done in limited time or when the demands of a situation are much larger than a person can handle, that lead to pressure and consumption of employee's energy (Schnall, Landsbergis & Baker, 1994).
- ii. Role conflict is the incompatibility of expectations and demands associated with the role upon an employee such that compliance with both would be tough (Rizzo, House & Lirtzman, 1970).

1.8.2.2 Job Resources

Job resources refer to aspects of work that assists to accomplish work goal, reduce job demand, and stimulate employee development (Bakker and Demerouti, 2007). Under job resources, two dimensions are identified in this study:

- iii. Supervisor support refers to concern and tangible assistance by the supervisor to individuals which intended to enhance the well-being of the subordinates, help them on work-related issues (Kossek, Pichler, Bodner, & Hammer, 2011)
- iv. Co-worker support refers to concern and assistance by the co-workers when needed by sharing knowledge and expertise as well as providing encouragement and support (Zhou & George, 2001).

1.9 Organization of Chapters

Chapter one (1) serves as the introduction of the study by providing a brief description of the research background. The chapter also covers the problem statement, research questions, and research objectives, significance of the study and scope of the study.

Chapter two (2) presents a literature review on the conceptualization of dependent and independent variables, the relationship between dependent and independent variables and underlying theories use in this study. This chapter also discusses the theoretical framework and hypothesis development.

Chapter three (3) is the section whereby the researcher will describe the research design and methodology utilizes in this study. The chapter also presents the 17 detailed data collection method applies for this research as well as the analysis technique and statistical tool used to analyze the data collection.

Chapter four (4) deals with the data analysis and the presentation of findings.

Chapter five (5) is the final section of the study and it representatives the summary of the findings consistent with research objectives. This chapter also presents the contribution of this research, the implication as well as recommendations for future research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter consists of Jordanian background and previous studies relating to employee performance, job demands (workload and role conflict), job resources (supervisor support and co-worker support) and the relationship between these variables. The issues about employee performance are discussed from a theoretical perspective, as well as from practical point of view. Furthermore, this chapter also looks on the outline of the literature on underlying theories that is JD-R model, in order to understanding the factors that effect on employee performance. Additionally, this chapter highlight the hypothesis and the framework of the study.

2.2 Jordanian Background

Jordan is one of the developing countries in the Middle East that face many challenges such as international trade barriers, economic liberalization, and globalization, privatization that made a heavy burden on organizations to survive and succeed in the competitive environment (Qutaishat, Khattab, Zaid & Al-Manasra, 2012). As is the case is with any service organization, telecommunication companies in Jordan are continually looking for ways to increase customers' satisfaction, employee performance and productivity (Haddad, Al-Dmour & Al-Zu'bi, 2012).

His Majesty King Abdullah II affirmed his support and sponsorship of the ICT sector since assuming his constitutional powers and stressed the importance of supporting this sector and enhancing Jordan's role as a leading center in this sector in the region (Ministry of Information and Communication Technology, 2016).

In addition, Minister of State for Investment Mohannad Shehadeh stressed that the ICT sector is an important sector in supporting and stimulating investment in the Kingdom, in addition to the contribution of the sector in creating great job opportunities for Jordanian youth (Jordan News Agency-alghad, 2019). Furthermore, the telecommunication sector has a significant contribution to the Jordanian economy, representing 12% of the Kingdom's gross domestic product in 2017, The ICT exports reached USD 324 million in 2016, the employment rate in this sector is continually increasing and the employment number increased to 18,000 in 2016 (Jordan Investment Commission, 2018). It is for this reason that this research focuses on the telecommunication sector in Jordan.

2.3 The Concept of Employee Performance

Employee job performance has always been a major challenge in organizational management and adopting effective ways to motivate employees to achieve and deliver higher job performance as well as increase the organizational competitiveness is the main objective of every business organization (Lee, Lee, & Wu, 2010). The employees are regarded as the major business resources that facilitate the daily activities and operations of an organization (Inuwa, 2017). However, employee performance is a key edifice of an organization therefore, aspects that place the grounds for high performance must be scrutinized critically by the organizations for them to succeed (Abbas & Yaqoob, 2009). Anitha, (2014) defines employee performance as an indicator of financial or other outcome of the employee that has a direct connection with the performance of the organization as well as its achievement.

Therefore, employee performance brings about innovation performance and firm performance as a whole, in such a way that successful effort of fulfilled, inspired, and devoted human resources produce innovative ideas for new products or services and increase quality performance, operative performances, and client satisfaction directly (Sadikoglu & Zehir, 2010). Employee performance simply refers to behaviors of an individual (employee) that can make a significant difference to the organizational goal accomplishment (Motowidlo, 2003). Equally, organizational success is contingent upon employees, given their possession of the required skills, knowledge and competencies needed for the execution of organizational strategy and planning (Ismail, Nor, Yahya, Zahar, Ismail & Ainon, 2013; Ismail, Abdul-Halim & Joarder, 2015).

In addition, Muchinsky, (2003) defined employee performance as a set of workers' behaviors that can be examined, gauged and evaluated with the achievement on an individual level. Employee performance can be described as employees doing their best to achieve their specific work which results in good outcome and behavior. Sarmiento, Beale, & Knowles, (2007) argued that job performance is often the result of at least two aspects: employee abilities and skills and motivation of employee to use his/her abilities and skills in accomplishing job effectively. Furthermore, employees are an esteemed resource of the organization, and the success or failure of the organization relies on the performance of employees (Jehanzeb & Bashir, 2013; Kumari, & Malhotra, 2012).

2.4 The Concept of Job Demands

In general, job demands refers to the degree to which the working environment contains stimulus that require some effort (Jones & Fletcher, 1996). Beside that Demerouti, Bakker, Nachreiner, & Schaufeli, (2001) stated that job demands refer to those aspects of work that require sustained physical and psychological effort and are thus associated with certain physical and psychological costs It also refers to aspects of the job that require sustained effort, and, as such incur certain costs as a result (Beutell, 2010). Although job demands are not necessarily negative, they may turn into job stressors when meeting those demands requires high effort from which the employee has not adequately recovered (Meijman, Mulder, Drenth, Thierry, & de Wolff, 1998).

In addition, excessive or ill-defined job demands cause a health-impairment process and lead to stress symptoms such as mental or physical exhaustion and, thus, adverse effects on health (Bakker, Demerouti, de Boer & Schaufeli, 2003). As stated by (Tomo & De Simone, 2019) job demands such as high workload, role conflict, work pressure, and stressful events influence employee performance. Job demands can have different effects on different occupational groups. Job demands are strongly associated with negative work outcomes such as burnout and impaired health, through an energetic process (Demerouti et al., 2001; Jong, 2018).

Furthermore, due to job demands require effort and energetic resources, they can predict health impairments like exhaustion, psychosomatic health problems and excessive strain may lead to sleeping problems, exhaustion, and impaired health, Thus leading to poor employee performance and productivity (Koon, & Pun, 2018). Hence,

Stressful work situations such as those with high job demands can lead to feelings of exhaustion and energy depletion which, in turn, can lead to negative attitudes toward work, health problems, and resulting absenteeism and high turnover rates (Jong, & Ford, 2016). Therefore, employees' awareness of the inability to deal with High job demands in the work environment with arises a working pressure which in turn leads to poor employee performance. The impact of job demands on psychological and physical strain as well as on job performance has been the focus of many applied occupational studies (Hart & Cooper, 2001; Jex, 1998). Hence, under the job demands dimensions, few important variables have been identified in this study in relation to employee performance. These variables are workload and role conflict.

2.4.1 The Concept of Workload

Employee workload, it is generally defined as “a job demand or stressor that represents a consumption of energy in terms of time and psychological resources” (Goh, Ilies, & Wilson, 2015). Workload refers to the quantity of work received by an employee which exists when employees have either too much to do in too little time, or they work too many hours on the job (Schnall et al., 1994). Further, Workload has been constructed and explored in terms of pressure, stress, and the amount of work (Geurts, Kompier, Roxburgh, & Houtman, 2003). According to Johari et al., (2018) workload refers to all activities involving employees' time spent in performing professional duties, responsibilities, and interests at work, either directly or indirectly. It is a situation where a person feels pressure on him or when the demands of a situation are much larger than a person can handle, therefore if this situation continues for a long

time without any pauses or breaks, then physical, behavioral and mental problems may arise (Manzoor, Awan & Mariam, 2012).

In addition, it was defined as the employee's belief that he has much more work to do than he can perform in a certain period of time (Jex, 1998). As mentioned by Schnall et al., (1994) employees have either too much to do in too little time, or they work too many hours on the job; long work hours lead to unhealthy style, which, in, turn, can cause heart disease and strokes. Furthermore, a workload that is too high is viewed as a barrier and distracts employees from their work, an increase, for example in workload may lead to a reduction in job performance (Bruggen, 2015). Many studies associate a high workload with stress (Frankenhaeuser, 1986) evoked by either the number of tasks confronted with or by the difficulty of a task (Bendoly & Prietula, 2008). workload is considered to be one of the most stressful factors among professionals (Fong & Kleiner, 2004; Jex, 1998).

2.4.2 The Concept of Role conflict

Role conflict has been defined as the incompatibility of requirements and expectations from the role, where compatibility is judged based on a set of conditions that impact role performance (Rizzo et al., 1970; Rizwan, Tariq, Hussain, Rashid, Hussain, & Khawar, 2013). Besides that, Kopelman, Greenhaus, & Connolly (1983) defined role conflict as the extent to which a person experiences pressures within one role that are incompatible with pressures that arise within another role. In addition, Riley, (2007), defines role conflict as the degree of discrepancy among the various role expectations. In other words, individuals who have certain positions may experience role conflict when they are instructed by two or more roles at the same time, and these different

instructions are not compatible (Kelloway & Barling, 1991; Siegall & Cummings, 1995). The relationship was found that increasing in role conflict will make job tension higher and affect or harmed the work outcome and performance of the employees (Ling, Bahron, & Boroh, 2014).

Additionally, Role conflict occurs when there are unsuited demands placed upon an employee such that compliance with both would be tough (Omar, Mohd, & Ariffin, 2015). As emphasized by Ariffin et al., (2017) role conflict occurs when many requests come from multiple stakeholders such as customers, colleagues or a manager at the same time and the employee cannot fulfill all of them. Further, one of the consequences of organizational changes is the emergence of different roles within the organization, leading to an increased conflict of roles in the workplace (Jensen, 2016). As stated by Belias, Koustelios, Sdrolias, & Aspridis, (2015) role conflict arises when a person is confronted with two or more conflicting or opposing role expectations and the corresponding role demands of others; this leads to a psychological conflict in which the employee will not be capable of fulfilling every expected role at the same time, leading to lower levels of employee performance. Moreover, it becomes obvious that role conflict exists in situations in which directives, demands or instructions emanating from one or more superior authorities in the organization to subordinates are unclear, ambiguous, confusing, contradictory or inconsistent with each other or with the time and resources available for the executions (Iroegbu, 2013).

2.5 The Concept of Job Recourse

Job resources refer to those physical, psychological, social or organizational aspects of job that either/or: (1) reduce job demands and the associated physiological and psychological costs; (2) are functional in receiving work-related goals; (3) stimulate personal growth, learning, and development (Demerouti et al., 2001; Demerouti and Bakker, 2011). Bakker et al., (2003) recommended that job resources can be situated at task level (job characteristics), social level (supervisor and co-worker support), organization of work level (participation in decision making) and organization level (job security). In addition, recent research has shown that job resources may buffer the negative influence of job demands on work engagement (Bakker et al., 2007). Demerouti & Bakker, (2011) and Christian, Garza, & Slaughter, (2011) stated that job resources have intrinsic motivational potential in work design.

Research with the job demands-resources (JD-R) theory (Bakker & Demerouti, 2014) has shown that having an adequate amount of resources can lead to various positive work outcomes like work engagement and performance. Moreover, previous studies (e.g. Dodd & Ganster, 1996; Campbell & Gingrich, 1986) revealed that increased resources bring a positive change in performance and job satisfaction and lead to work engagement. Saks, (2006) proposed that a variety of skills used and autonomy at work boosted work engagement. As mentioned by (Schaufeli & Taris, 2014) job resources are important to boost engagement particularly when job demands were high.

Research has shown that the JD-R theory can be applied to all work environments (Bakker et al., 2014). For example, Bakker & Sanz-Vergel, (2013) found that home healthcare professionals perceive emotionally demanding interactions with their

patients as challenges, and therefore these demands, particularly when combined with sufficient personal resources foster work engagement. Previous studies have suggested that several job resources like colleague support, performance feedback, and supervisory coaching lead to work engagement and consequently to higher performance (Demerouti et al., 2011). Additional studies (e.g. Hakanen, Schaufeli, & Ahola, 2008) showed that increases in social support, autonomy, opportunities to learn, an opportunity to be creative and performance feedback were positive predictors of future work engagement.

Under the job resources dimensions, few important variables have been identified in this study in relation to employee performance. These variables are social support (supervisor and coworker support).

2.5.1 The Concept of Supervisor Support

Supervisor support is defined as assistance and protection provided to an individual by supervisors (Langford et al., 1997). Supervisor support also refers to employees' general views regarding the degree to which supervisors value their contributions and care about their well-being (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). Supportive supervising concerns employees' emotions and needs, and it bases on trust and qualified interaction between the supervisor and employee (Kianto, 2008; Scott and Bruce, 1994). Hence, Supervisor support is an important job resource (Ling Suan, & Mohd Nasurdin, 2016) and triggers employees' personal resources (Karatepe et al., 2009). Employees seek support and guidance from their supervisors who will listen to their work-related problems and help them solve these problems (Garg and Dhar, 2017; Susskind, Kacmar, & Borchgrevink, 2003).

Supervisor support involves general expressions of concern or tangible assistance by the supervisor that is intended to enhance the well-being of the subordinates, help them on work-related issues, and facilitate their skill development (Kossek et al., 2011; Rousseau and Aubé, 2010).

In addition, Supervisors manifest their support toward the subordinates by answering their questions, giving suggestions, guiding career development, and listening to their concerns and complaints (Ng & Sorensen, 2008). It has been observed that supervisors and others in leadership positions typically have positional power to channel organizational resources, rewards, tasks, and opportunities in the workplace (Jokisaari and Nurmi, 2009; Kurtessis, Eisenberger, Ford, Buffardi, Stewart, & Adis, 2017). In addition, a supportive supervisor makes employees feel that the organization also values their contributions and cares about their well-being since employees view supervisors as representatives of the organization (Eisenberger et al., 2002). Hence, getting appreciation from supervisors, for example, praise and encouragement, will motivate and instill positive feeling among employees and improve their performance (Wah, 2014).

2.5.2 The Concept of Co-worker Support

Co-worker support refers to co-workers assisting one another in their tasks when needed by sharing knowledge and expertise as well as providing encouragement and support (Zhou et al., 2001). Haynes, Wall, Bolden, Rick, (1999); Liao, Lu, Huang, & Chiang, (2012) stated that co-worker support refers to the degree employees can depend on their colleagues for assistance and support when required. Thus, colleagues may share their knowledge and expertise when an employee is faced with a difficult

and novel task for which a solution is not readily available, which may make new ways of doing things possible (Scott and Bruce, 1994). In this context, working with helpful, supportive colleagues promotes an environment where new ideas can be discussed more openly and freely.

The co-worker support from social support is fundamental for achieving a high level of work performance and attending the organization goals. According to Roslan, (2011), a co-worker is one of the major sources of stress which it involves with loaded of emotional conflict. This is because employees not only required support from the supervisor but also from their co-worker where a co-worker is a person that closest in the workplace ,as well as co-worker, plays an important role which they able to help others when dealing with burden and stressful situation in order to achieve the desired performance (Hazirah et al., 2017).

2.6 The Relationship between Variables

This section explains the relationship between four independent variables (workload, role conflict, supervisor support and co-worker support) with dependent variable which is employees' performance.

2.6.1 Relationship between Workload and Employees Performance

There are numerous studies that examine the relationship between workload and employee performance at the workplace. Lee and Way, (2010) had conducted a study aimed to define the effect of the workload of the employees and their effects on the performance. A sample of 40 housekeeping employees was finalized from Lorin Sentul hotel. They reported that there is a significant and negative relationship between the workload and performance measures for the employees of the hotel industry.

Moreover, Duffield, Diers, O'Brien-Pallas, Aisbett, Roche, King, & Aisbett, (2011) conducted a study on nursing staff, workload, working environment and performance of the targeted industry through patient outcomes. They observed that increasing the level of the workload for the staff at the hospital significantly and negatively affect the performance of the employees. Such negative performance is evaluated through medication errors and similar others. Ishak, Nikraves, Lederer, Perry, Ogunyemi, & Bernstein, (2013) mention that the impact of a heavy workload for a short-term period may cause extra stress to the individual, while if it prolonged can pose a serious threat to employee's well-being and also company long-term sustainability. Therefore, from the above discussion the researchers showed that workload played significant roles in influencing employees' performance. In other words, when the employee face lesser degree of workload, there would be a better performance, rather than employees who are under high degree of workload.

According to Oplatka, (2017) school principals in England have experienced heavy administrative workloads and long working hours resulting in both stress and an imbalance between working life and private life. Whereas, Adetayo, Ajani & Olabisi, (2014) concluded that work overload is considered to likely cause a disruptive effect on the performance of workers. These factors are also seen as more problematic compared to the other causes of stress. Whereas, Adetayo et al., (2014) concluded that work overload is considered to likely cause a disruptive effect on the performance of employees. Meanwhile, Johari et al., (2018) conducted study to investigate the role of workload on employee's performance in Indonesian government offices; the result showed that workload does not influence employee's performance. Additionally,

Munawaroh et al., (2013) in their own examination of the influence of workload on job performance using 302 teachers, based on the statistical analyses conducted, the findings reported that workload had no significant impact on job performance.

Even though there are some few inconsistency on the relationship between the workload and performance, from the previous research as stated above, several studies have concluded that increased workload was significantly associated with employee performance (Albasu et al., 2017; Siswanto et al., 2019; Bruggen, 2015; Ishak, 2013; Dhelvia, 2018). However, there are also some study that showed insignificant relationship with employee performance (Johari et al., 2018 and Munawaroh, 2013). Hence, the workload generally affecting the employees in a negative ways, such that the concentration will be disturbed especially on peak hours, then the pressure of the work started to take over the quality of the employees' performance. Hence, the following hypothesis have been developed as follows:

H1: There is a significant and negative relationship between workload and employees performance.

2.6.2 Relationship between Role Conflict and Employees Performance

There are several studies that examined the relationship between role conflict and employee performance at the workplace. Schepers, Nijssen & van der Heijden, (2016) conducted empirically study to examine the relationship between role conflict, ideas for improvement, and frontline employees' performance, and how the role conflict can lead to performance enhancement of frontline employees' performance. Results show that role conflict positively influences service performance through the employee's

ideas for improvement. Role conflict also has a direct negative impact on employee performance. Coggburn, Battaglio Jr, & Bradbury, (2017) shows that role conflict's total effect on service performance is only positive when an employee's learning direction and the manager's level of encouragement for improvement are aligned. In other cases, the role conflict does not affect or seriously impair the employees' performance.

Furthermore, Saranani, (2015) conducted a study on 110 workers on the effect of role conflict and stress effect on employee performance at the Department of Public Works in Southeast Sulawesi, Indonesia, and the finding indicated that with the high role conflict negatively affect employees' performance. Moreover, Ling et al., (2014) found that increasing in role conflict will make job tension higher and affect or harmed the work outcome and performance of the employees. In addition, according to the research that has been conducted by Iroegbu, (2013) there were the organizational factors that affect an employee's level of job performance, The role ambiguity, the role conflict, works overload and relationship conflict variables were some of the factors that influence the rate at which the employee works.

Furthermore, Ali, Raheem, Nawaz, & Imamuddin, (2014) identified the main factors that reduce work performance among employees in the higher education sector which are the workload, role conflict, and inadequate monetary rewards. House & Rizo, (1972) in their own examination of the influence of role conflict on employee satisfaction and performance, using 530 lower level, supervisory and managerial employees concluded that employees in the three categories who experience greater conflicts than their counterparts reported lesser performance and satisfaction in their

jobs, with regards to the influence of role conflict on employee who experiences, it was equally discovered that employee who experienced lesser degree of conflict were rated as better performer than employees under high degree of role conflict.

Meanwhile, Iroegbu, (2013) examined the effect of Organizational role conflict and job satisfaction on employee performance in the Customs Service of Nigeria, employing multivariate analysis of variance (MANOVA) and a sample of 103 Customs Officers, showed that officers who were under low role conflict performed better than officers under high role conflict. Role conflict, therefore, had a significant and negative effect on their performance. Conversely, there was no significant effect of job satisfaction on performance.

Several studies have concluded that increased role conflict was significantly and negative associated with employee performance (Ali et al., 2014; Schepers et al., 2016; Iroegbu, 2013; Saranani, 2015). The negative effect that came from the role conflict in a way influencing the thought and behavior of the employees in delivering their responsibilities, whereby eventually will be able to effect the quality of employee performance (Jawahar, Stone & Kisamore, 2007). Hence, the following hypothesis have been developed as follows:

H2: There is a significant and negative relationship between role conflict and employees performance.

2.6.3 Relationship between Supervisor Support and Employees Performance

There are several studies have shown that support at both organization and supervisor level plays a crucial role in enhancing employee performance. Vaananen, Toppinen, Kalimo, Mutanen, Vahtera, & Peiró, (2003) stated that supervisor support can increase

employees' coping ability to deal with job strain, and thus improve their job performance. Additionally, appropriate supervisor support and guidance is crucial so that employees can accomplish challenging goals with high levels of performance (Carter, Mossholder, Feild, & Armenakis, 2014). Thus, supervisor support in a challenging work environment operates as a pivotal catalyst to improve the in-role performance of employees (Rooney, Gottlieb, & Newby-Clark, 2009). Khalid, Irshad, & Mahmood, (2012) alleged that supportive leadership plays an important role in reducing stress and increasing performance. According to Mushtaq, Raja, & Khan, (2017) in challenging job situations, strong social bonds between management and employees reflect that supervisors, through their support, are able to adjust individual job conditions in order to facilitate better in-role performance.

Several studies have concluded that the supportive work environment from the supervisor was significantly and positive associated with employee performance (Carter et al., 2013; Khalid et al., 2012; Mushtaq et al., 2017). However, supportive leadership will give the employee self-confidence and helps them to higher their performance and productivity. This is because when employees realized their supervisor is very supportive, it will create sense of loyalty and helps them to buffer with work stress in a better way. Hence, the following hypothesis have been developed as follows:

H3: There is a significant and positive relationship between supervisor support and employees performance.

2.6.4 Relationship between Co-worker Support and Employees Performance

There are several studies that examined the relationship between co-worker support and employee performance at the workplace. Nasurdin, Ling & Khan, (2018) conducted a study to examine the relationship of three forms of social support (organizational support, supervisor support, and co-worker support) towards job performance among 639 staff nurses from nine private hospitals in Malaysia. Results showed that co-worker support has a direct and positive effect on job performance. Another study conducted to investigate the effect of social support from co-workers on job performance among Jordanian hospital nurses. A correlational descriptive survey was used to investigate this relationship among a convenience sample of 365 Jordanian hospital nurses. Results indicated the positive effect of co-workers support on job performance (Amarneh et al., 2010).

Furthermore, Another study conducted in Japan on 777 full-time employees at a manufacturing company using data from a one-year follow-up survey, revealed the Stratified analyses revealed that job control for staff and coworker support for managers were positively related to job performance (Nagami et al., 2010). Moreover, Chiaburu & Harrison, (2008) findings revealed that co-worker support positively predicts employees 'work attitudes, such as job involvement and job performance. Kim et al., (2017) examined the moderating roles of perceived supervisor, coworker, and organizational support in the relationship between emotional labor and job performance in the airline service context. A series of hierarchical moderated regression analyses were employed. The results showed specifically, the positive

relationship between deep acting and job performance was strengthened by perceived supervisor and coworker support.

Various studies have showed that co-worker support was significantly related with employee performance (Nasurdin et al., 2018; Nagami et al., 2010; Kim et al., 2017). However, cooperation work environment from the co-worker will lead them to feel more enjoyable to attend the workplace and willing to invest their effort to complete the task. Thus, through cooperation from the colleagues may assist each other to overcome the problem that arises and lessen the amount of stress. Hence, the following hypothesis have been developed as follows:

H4: There is a significant and positive relationship between role conflict and employees performance.

2.7 The Underlying Theories

To provide better understanding on the structure of relationship in the research model, the Job Demands-Resource (JD-R) model are used in this study to identify the relationship between job demands, job resources and employees performance among telecommunication employees. Moreover, this model helps to disclose the relationship of JD-R with the research finding, and contribute to additional empirical evidence. Hence, the underpinning model are clarified in the below subsection:

2.7.1 Job Demands-Resources (JD-R) Model

Job Demands-Resources model is recognized as one of the leading job stress models, JD-R model is combines both job strain theory which earned through job demands, and motivation theory attained through job resources (Bakker et al., 2007). Besides,

this model was selected to support the research framework of this study because incorporates many possible working conditions, and focuses on both negative and positive indicators of employee well-being (Bakker et al., 2014). Moreover, JD-R theory provides a clear description of the way demands, resources, psychological states, and outcomes are associated (Wingerden, Bakker & Derks, 2016). Thus, The JD-R model can be applied to a wide range of occupations, and can be used to improve employee well-being and performance (Bakker et al., 2007).

The JD-R model divide into two work characteristics which is job demands and job resources, this model explains how individuals exhibit job strain reaction from job demands that drain employees' energy, and how job strain reaction can be mitigated from job resources that stimulate employees' energy (Bakker et al., 2014). In addition, the JD-R model assumed that every occupation has its own specific risk factors associated with job related stress which are classified into job demands and job resources (Demerouti et al., 2011). According to Demerouti et al., (2001) job demands is seen as physical, social, or organizational aspects of the job that require physical and cognitive effort and are therefore associated with detrimental effect on employees' well-being and their performance, such as workload, physical demand, emotional demand, role stressor and job complexity (Schaufeli et al., 2014).

In contrast, according to Demerouti et al., (2001) job resources refer to those physical, psychological, social, or organizational aspects of the job that are assist in stimulating motivation and engagement at workplace as well as reduce job demands and the associated physiological and psychological costs such as supervisor support, co-worker support, autonomy, and job feedback (Schaufeli et al., 2014). In another word,

Job demands can be translated into stressors when those demands are difficult to meet lead to negative outcomes such as sickness absence, poor performance and low organizational commitment. While, the availability of job resources provide avenue for employees to mitigate the strain and lead to positive outcomes such as organizational commitment, employee safety, and superior work performance.

According to JD-R model there were two independent psychological processes known as health impairment process and motivational process. The health impairment process arises as a result of excessive job demands that may exhausted employees' energetic mentally and physically which can lead to health problems and burnout and consequently to poor performance (Demerouti et al., 2011). This happen when increasing in demand such as workload makes it more difficult for employees to maintain their desired performance goals. This is because they had to put extra effort and time to deal with demand, thus, result of outcome will be only damaging their physiological and psychological condition such as they start to feel fatigue (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009). In another word, stress present in the workplace is consequences from stressful condition face by employees.

In contrary, the motivational process emerge as a result of job resources which it encourage employees to meet better outcomes to employees and their organization. Hence, job resources play an intrinsic role to enhance the spirit and motivation among the employees to accomplish their performance's goal. Demerouti et al., (2011) suggested that several job resources like colleague support, performance feedback, and supervisory coaching lead to work engagement and consequently to higher level of performance. However, if the resources are neglected can cause depression on

employees and force them to build a harmful behaviour towards work and performance which in turn develop existence of stress. Research has shown that JD-R theory can be applied to all work environments (Bakker et al., 2014).

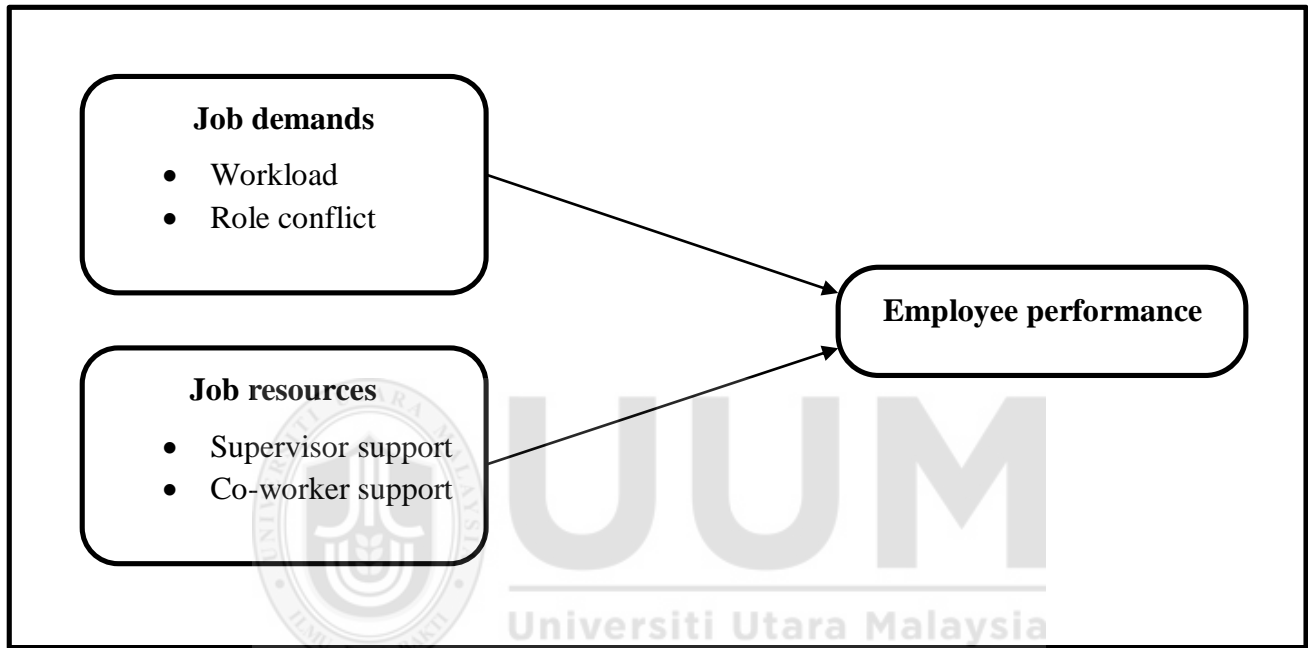
Therefore, by applying the JD-R model in this study, the underlying mechanism that identify the relationship between job demands, job resources and employees performance, can be drawn from the JD-R model. Since JD-R model proposed that job demand and job resources may influence stress through health impairment and motivation process, this study attempts to identify the relationship between different types of job demands (workload and role conflict), and job resources (supervisor and co-worker support) which can effect on employees performance.

2.8 Research Framework

Based on a theoretical model that is the Job Demands-Resources model and previous literature related to employee performance, job demands and job resources, the framework was developed for this study. The framework was adapted from Bakker et al., (2007) and underpinned by the JD-R model. According to this model, there are two underlying psychological processes that are health impairment and motivational that can influence employee performance level. The first process that is health impairment illustrates the excessive job demands such as workload and role conflict can contribute to decline employee performance. Meanwhile, the second process is motivation which proposes that job resources such as supervisor and co-worker support can provide motivation to implement their duties and consequently help to increase employee performance. Therefore, this study suggests that job demands and

job resources have a direct relationship with employee performance has been shown in Figure 2.1 below.

Figure 2.1: The Effects of Job Demand and Job Resources on employee performance.



2.7 Conclusion

In this chapter, the literature reviewed so far have indicated the impact of job demand (workload and role conflict) and job resources (supervisor support and co-worker support) on employee performance. This chapter also has reviewed the relevant literature on the concept of Job Demand-Resources model. In the following chapter, the study will describe in detail the procedures and methodology, which is used for data collection and analysis in this study.

CHAPTER THREE

METHODOLOGY

3.1 Introduction Research methodology

This chapter will illustrate in detail the research methodology for this study. The chapter consists of explanation about research design, unit analysis, measurement, population and sample, data collection method and data analysis techniques. Further explanation for this chapter will be provided in paragraph below

3.2 Research Design

The research design for this study was selected purely quantitative approach to examine the relationship between workload, role conflict, supervisor support and co-worker support on employee performance, where the employees of the Zain Telecommunication Company in Jordan were selected as the target population of the study. The objective of adopting quantitative approach is predicated on the intention to test pre-set hypothesis and produce generalizable results (Creswell, 2013).

According to Sekaran, & Bougie, (2016) the quantitative approach is widely applied in the field of social sciences and business field. The approach uses quantitative data and applies statistical analysis in analyzing the collected data. Hence, this approach helps to validate the determination of research objective in Chapter One and aid to test the hypothesis has developed in Chapter two.

3.3 Population and Sample

The target of population in this research is individual employees working in Jordan Telecommunication Company, named “Zain”. The reasons behind selected this company are listed below:

1. This company is considered as the top 100 companies performing the company by ASE Amman Stock Exchange and the main purpose of the present study is post-implementation, not pre-implementation.
2. The structure of the organizational process in business sector in Jordan particular in the private sector is homogeneous. Thus, chosen this company will be sufficient.

In current study, the unit of analysis at the individual level, which includes personnel of various ranks from the Zain telecommunication company. Hence, using this group of people would give sufficient information concerning the variables under examination. Additionally, they seem to be most appropriate for the current study.

The number of employees in Zain Telecommunication Company till the end of 2015 are 1,000 employees (Alrowwad et al., 2018). However, researcher unable to get the latest number of employees in 2019 due to policy of the company which does not reveal the exact number of employees and employees name list was not given to the researcher. Therefore, the researcher only used the 1000 employees as a population. According to Alrowwad et al., (2018) the telecommunication sector have taken top position as the fastest growing sector in Jordan, and therefore impacts the national economy and encourages employment. Furthermore, Jordanian's telecommunication

industry is rife with increased competition and ongoing growth therefore the productivity and performance of employees have become a key aspect for human resource management (AL-Nawafleh et al., 2019).

Related to the unavailability of the employees' information, it has been assumed that the number of telecommunication employees also increased due to the growth in this industry. The sample size for this study identified according to Sekaran et al., (2016) for the population of 1000 to 1100, should be 285. It is also suggested that if the population is equal or more than 1000 the sample size should be at a minimum of 285 (Krejcie & Morgan, 1970). Accordingly, the minimum required sample size for the given population in this study should be 285.

In addition, since there is no exact number of employees, and the list of employee names provided by the company is not used because the employee's data has been treated as a private and confidential technique, a non-probability sampling technique has been used. The convenience sampling technique is one of a non-probability sampling method in which units of the sample are selected based on personal judgment or convenience due to ambiguity in the sample size (Thornhill, Saunders, & Lewis, 2009). However, the researcher used convenience sampling to suit the purpose of the study in order to answer the research questions and achieve objectives that developed in chapter one.

Research data were collected by face-to-face approach from different sites for Zain company branches (trade fairs) in Jordan. Even though this method may not be representative of the population in general, Zain branches employees do constitute a major share of the total population.

3.4 Measurement and Instrumentation

This study comprised of three major constructs that is job demands, job resource, and employee performance, this study were used the following instruments to measure the impact of job demand and job resources on employee performance among employees in Zain group. The section below will provide both dependent and independent variables and the items adopted for this study with the operational definition of variables.

3.4.1 Dependent Variable

The following section will explain detail about instrument and operational definition of the Dependent variable.

3.4.1.1 Employee Performance

In this study the employee performance were used eight (8) variable item according to Liao et al., (2012) which is developed by Yu, (1996). The Cronbach's Alpha (α) of the original questionnaire was 0.95. The items of the questionnaire and operational definition are listed in table 3.1

Table 3.1: Operational Definition and Instrument for Employee Performance

Operational Definition	ITEMS
Employee performance refers to the activities and behaviors of an individual that plays a crucial role in the accomplishment and contributions of firm's goals (Ahmad et al., 2011)	<ol style="list-style-type: none">1. I can usually reach the standards of performance reviews.2. I can always resolve an unexpected event.3. I can complete the assigned task quickly and efficiently.4. I can maintain good service standards.5. I maintain good attendance records.6. I am very familiar with standard operational procedures.

	7. I take a proactive approach to resolving workplace issues.
	8. Generally speaking, my manager pleased with my job performance.

Source: Liao et al., (2012)

3.4.2 Independent Variables

The following subsections reveal the instrument and the operational definition of the independent variables for this study such as job demands and job resources.

3.4.2.1 Workload

With regard to workload six (6) items adopted from (Schnall et al., 1994). Hazirah, et al., (2017) has conducted a study among 57 administrative staffs. The internal consistency reliability was quite high for workload with $\alpha=0.940$. The items of the questionnaire and operational definition are listed in table 3.2

Table 3.2: Operational Definition and Instrument for Workload

Operational Definition	ITEMS
The workload is the amount of work that needs to be done in limited time or when the demands of a situation are much larger than a person can handle, that lead to pressure and consumption of employee's energy (Schnall et al., 1994).	<ol style="list-style-type: none"> 1. I have to submit my work in a tightening deadline. 2. I feel stressed because of the unrealistic deadline. 3. I rushed in doing my job. 4. There isn't enough time during my regular workday to do everything that expected of me. 5. There is less time for rest breaks at work. 6. Job demand interferes with personal time.

Source: Schnall et al., (1994)

3.4.2.2 Role Conflict

Concerning to the role conflict, variable was measured by eight (8) items adopted from Rizzo et al. (1970). Idris, (2011) conducted a study among 310 university academics in Malaysia using the same scale and the internal consistency reliability was quite high with $\alpha=0.86$. The items of the questionnaire and operational definition are listed in table 3.3

Table 3.3: Operational Definition and Instrument for Role Conflict

Operational Definition	ITEMS
Role conflict is the incompatibility of expectations and demands associated with the role upon an employee such that compliance with both would be tough (Rizzo et al., 1970).	<ol style="list-style-type: none">1. I have to do things that should be done differently.2. I receive an assignment without the manpower to complete it.3. I have to buck a rule or policy in order to carry out an assignment.4. I receive incompatible requests from two or more people.5. I do things that are likely to be accepted by one person and not accepted by others.6. I receive an assignment without adequate resources and materials to execute it.7. I work on unnecessary things.

Source: Rizzo et al., (1970)

3.4.2.3 Supervisor Support

Supervisor support was measured by six (6) items adopted from (Karasek, 1985). The similar scale was used in a study conducted on 1,199 factory workers in Taiwan, and the internal consistency reliability was reported to be $\alpha = 0.86$ (Cheng, Luh & Guo, 2003). The items of the questionnaire and operational definition are listed in table 3.4

Table 3.4: Operational Definition and Instrument for Supervisor Support

Operational Definition	ITEMS
Supervisor support refers to concern and tangible assistance by the supervisor to individuals which intended to enhance the well-being of the subordinates, help them on work-related issues (Kossek et al., 2011)	<ol style="list-style-type: none">1. My supervisor is concerned about the welfare of those under him.2. My supervisor pays attention to what I am saying.3. My supervisor is helpful in getting the job done.4. My supervisor is successful in getting people to work together.5. My supervisor treats people fairly.6. My supervisor recognizes employees' contribution.

Source: Karasek, (1985)

3.4.2.4 Co-worker Support

A four-items instrument was used to measure co-worker support was adopted from Karasek, (1985). The similar items were used in a study conducted in Kelantan, Malaysia on 68 secondary school teachers, and the internal consistency reliability for

co-worker support was reported with $\alpha=0.84$ (Abdul Hadi, Naing, Daud, & Nordin, 2006). The items of the questionnaire and operational definition are listed in table 3.5

Table 3.5: Operational Definition and Instrument for Co-worker Support

Operational Definition	ITEMS
Co-worker support refers to concern and assistance by the co-workers when needed by sharing knowledge and expertise as well as providing encouragement and support (Zhou et al., 2001).	<ol style="list-style-type: none"> 1. I generally receive help from my co-worker when I ask for it. 2. People I work with are friendly. 3. My co-workers volunteer to help handle problems when they come up. 4. Most of my co-workers do their fair share of the work.

Source: Karasek, (1985)

3.5 Questionnaire Design

The same time, the questions permit respondent to make a fast choice on what to response between the other questions set before them, it also supports the researcher to code the data easily for subsequent analysis (Sekaran, 2016). In this study, the researcher used personal administered questionnaires. This questionnaire was distributed to obtain the information that will assess to generate the hypothesis. The questionnaires consist of six (6) sections which comprises of 36 questions and attaches with complete written instructions. The questionnaire has been divided into six (6)

sections of A, B, C, D, E and F. Section A consist of information regarding the demographic question that is gender, age, marital status, academic qualification and length of services. Section B illustrates the items on the dependent variable which is employee performance and its symptoms where this section contains eight (8) items overall. Meanwhile, Section C and D comprises of independent variables that are job demands which categorized into two (2) element known as workload (six items) and role conflict (seven items). Followed by Section E and F describes job resources which consist of supervisor support (six items) and co-worker support (four items). Finally, a cover letter prepared by the researcher was attached to each set of the questionnaire with complete written instructions. The general structure of the questionnaire is presented in Table 3.1.

Table 3.6: Structure of Questions

PART	ITEMS	NO. OF QUESTIONS
A	Demographic	5
B	Employee performance	8
Job demands:		
C	• Workload	6
D	• Role conflict	7
Job resource:		
E	• Supervisor support	6
F	• Co-worker support	4
Total		36

Then, the selected respondent is required to answer all the questions in the given form according to the level of agreement in the five-point Likert scale. The five-point Likert scale is ranging from 1 = strongly disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree and 5 = strongly agree. With a 5-point scale, it is quite simple for the interviewer to read out the complete list of scale descriptors, suffice to say, simulation studies and empirical studies have generally concurred that reliability and validity are improved by using 5- to 7-point scales rather than coarser ones (those with fewer scale points). But more finely graded scales do not improve reliability and validity further (Dawes, 2008). As presented in Table 3.2.

Table 3.7: Five-point Likert Scale

Strongly disagree	Disagree	Uncertain	Agree	Strongly agree
1	2	3	4	5

3.6 Data Collection Method

Firstly, before conducting data collection, the researcher applies for letter permission from Zain Company to obtain official data about the total number of administrative staff, and the total number of staff for the Zain Company. Then, after getting information about the total population that required, the researcher starts to distribute the questionnaires and the process of the collection also done by researcher itself. Thus, this study was applying self-administered question because it is suitable as a data collection method since researcher able to provide any information directly to the respondent within a short time period. Moreover, the researcher makes sure that the question was written in both languages that are Arabic and English because the researcher wants the respondent to fully understand what been questioned.

Furthermore, the cover letter attached in front of the questionnaire in order to introduce the research topic and instruction. To collect the data, the respondent was given two to three days to complete all the section because the researcher wants to ensure they have a convenient time to answer without disturbing their work. The survey was conducted between 1,000-1,100 The questionnaire was selected because it helps to cover large respondent in the population within a short time and provide clear information in the sample of study (Brewer, 1999).

3.7 Data Analysis Technique

The method that will be utilized in analyzing the data gathered is both descriptive and inferential, there are five statistical analyses to be conducted to achieve the objective and answer the research question of this study. These approaches are Factor Analysis, Reliability test, Pearson Correlation and Multiple Regression Analysis will be exercised to attain the result of the study objective and address the hypotheses involved in this study.

3.7.1 Factor Analysis

This analysis technique was adopted in this study either to determine the number of items that were loaded on a factor, or to determine the structure of a variable (R). Obviously, this played a very significant role in checking the construct validity of the instrument. Therefore, owing to this, the study conducted a factor analysis in order to determine the number of items that were loaded on a factor, and at the same time to check whether each item measured the variable. In this case, the study used the component factor analysis with a varimax rotation. As suggested by Halim, (2009), Kolawole and Torimiro (2005), all items loading the acceptable limit are accepted,

whereas those not loading the minimum standard are dropped. Thus, items that failed to load the minimum acceptable limit are not used for further analysis in this study. In addition, the study equally ensured that the result of the factor analysis indicates an eigenvalue greater than 1.

3.7.2 Reliability Test

In this study, reliability test was used in order to examine the consistency and stability of the instrument (Sekaran & Bougie, 2016). Consistency and stability means the measurement have the ability to remain the same over time despite uncontrollable condition among respondents' state. In this test, the most common method to examine consistency is Cronbach's Alpha coefficient which can determine the relationship between dependent and independent variable based on the items in questionnaires. According to Coakes and Steed (2007), the correlation coefficient range value is from 0 to 1. Furthermore, Sekaran et al., (2016) explain that reliabilities that less than 0.6 is consider as a poor, while 0.7 value are consider acceptable and the good value must be over 0.8. Meanwhile, Hair, Black, Babin, & Anderson, (2013) also suggest that the acceptable value was starting from 0.6 and above. Contrast with other authors, Nunnally, & Bernstein, (1967) suggest that the relevant value for reliability is between 0.5 to 0.6 would be sufficient. Therefore, researcher decide to use suggestion from Hair et al. (2013) and Sekaran et al., (2016) because it appropriate to adopt the latest information.

3.7.3 Pearson Correlation

Pearson correlation was used in order to test the relationship between dependent variable and independent variables (Coakes et al., 2007). In this analysis, the researcher will identify the strength and direction of relationship between independent variables (job demands and resources) with dependent variable which is employee performance among Zain company employees, Jordan. The strength was measure to know whether the correlation is positive or negative. To interpret the correlation coefficient, researcher need to identify the coefficient and its associated significance value (p) (Coakes, & Steed, 2007). For correlation coefficient, if the result showed +1.0, interpretation indicate the value as perfect positive correlation between two variables, meanwhile, if result -1.0 indicates the value as perfect negative correlation (Gliner Morgan & Leech, 2009). For significance value (p) that acceptable is either 0.01 or 0.05 (Coakes et al., 2007). Therefore, the use of correlation analysis in this study is aimed at determining the strength and degree of the relationship between the independent and dependent variables.

3.7.4 Multiple Regression Analysis

Multiple regression is a multivariate technique that commonly used to analyze the data which involving several independent variables with single dependent variable. The objective of multiple regression is to predict the changes in the dependent variable in response to changes in the independent variables (Hair et al., 2013). Thus, this test helps to observed how much variance in the dependent variable being affected by independent variables. It means that the researcher wants to identify which

independent variables have most influence factor on dependent variable (Sekaran et al., 2016).

3.8 Conclusion

In this chapter, the researcher pinpoints all the procedures and systematical analysis that applies to this study. The discussions covered research approach, procedure for data collection, the techniques for choosing the sample, and other analysis techniques for collecting and analyzing the data.



CHAPTER FOUR

FINDINGS

4.1 Introduction

This chapter highlight the findings of this study based on the data generated from the 119 respondents that participate, and all collected are the analyzed using statistical package social science SPSS version 25.0. This chapter consists result of respondents' demographic profile, descriptive statistic, factor analysis, reliability analysis, Pearson correlation analysis, and multiple regression analysis.

4.2 Respondents' Demographic Profile

The descriptive analysis result shown in Table 4.1 below indicates that 119 of the respondents involve in this survey consist of Zain Group employees, Jordan. The demographic aspect includes gender, age, marital status, education background and working experience. The analysis result indicates that majority of the respondents (74.8%) are male compared to female with only (25.2%) from total of respondents. Accordingly, the researcher had segregated four levels for age. the result indicates that (37.8%) of respondents' age that take part in this survey are 37 years old and above, (31.9) of them are within the age bracket of 26-31 years, (24.4) of them are in the age bracket of 32-36 years while the minority (5.9%) of respondents' age belong to average 20 to 25 years old.

Additionally, in terms of education background of the respondents, the result indicates that (86.6%) of them have bachelor degree from total of sample, (8.4%) of them have master degree while only (5.0%) of them are with diploma. As for the working experience of the respondents, the result shows that (50.4%) employees have serve

the company between 1 to 5 years, while the lowest percentages is (10.1%) which the length of employees' service between 5 to 10 years. Finally, the result concerning the marital status respondents, the data showed that most of the respondents still single status (56.3%) and (43.7%) are pose married.

Table 4.1: Demographic Profile of Respondents

Demographic Profile	Categories	Frequency (N=119)	Percentage (%)
Gender	Male	89	74.8
	Female	30	25.2
Age	20-25 Years	7	5.9
	26-31 Years	38	31.9
	32-36 Years	29	24.4
	37 Years and above	45	37.8
Working Experience	<1 Years	21	17.6
	1-5 Years	60	50.4
	5-10 Years	12	10.1
	10-15 Years	26	21.8
Marital Status	Single	67	56.3
	Married	52	43.7
	Divorce	0	0
Education	Diploma	6	5.0
Background	Degree	103	86.6
	Masters	10	8.4
Total	119	100.0	

4.3 The Descriptive Statistic for the Variables

The result of the descriptive statistic for the variables in table 4.2 shows the mean and the standard deviation value for all the variables. The result indicates a mean of (3.97) and a standard deviation of (.578) for the employee performance. Also, it showed a mean of (3.69) and a standard deviation of (.930) for the workload. It further showed a mean of (3.93) with a standard deviation of (.749) for the role conflict; while, it indicates a mean of (2.67) with a standard deviation of (.878) for the supervisor support. Finally, the result showed a mean of (2.62) and a standard deviation of (.718) for the co-worker support. Further, it can be identifying that standard deviation for all variables were less than 1.00 where indicate that the variations on the respondents' opinion were small. The highest standard deviation value is workload that is (.930).

Table 4.2: Result Mean and Standard Deviation

Variables	Mean	Standard Deviation
Employee Performance	3.9727	.57861
Workload	3.6961	.93040
Role Conflict	3.9391	.74998
Supervisor Support	2.6706	.87898
Co-worker Support	2.6246	.71874

4.4 Factor Analysis

Factors analysis is used for two major functions. It could be used for structuring the contract or as well as determining the construct. Secondly, it could also be used for determine the number of items that really measure what they intend to measure. In this

study, the factor analysis technique was used to determine the number of items that actually measure the variables the intended to measure.

In this regard, a factor analysis was conducted on the variables in order to check for their construct validity, that is, to determine if the instruments measured what they expected to measure. All the items were validated using the principal component analysis with a varimax rotation. Here, the use of KMO which is an acronym of Kaiser-Meyer-Olkin (KMO) was to measure the sampling adequacy of the data collected. Thus, KMO is used to indicate the suitability of the data structure and data validity otherwise called constructs validity. Pallant, (2007) argued that a high value of close to 1.0 generally reflect a factor analysis maybe useful with the research data while value less than 0.5 is considered not very useful for the study. Also, a high value of 0.9 indicates a high validity while a low value of less than 0.5 indicates a low validity.

4.4.1 Factor Analysis Result of Dependent Variable

For this variable, the whole items were submitted to SPSS for factor with principal component analysis and a varimax rotation with the view to determine how many factors that actually measure the variable. Specifically, eight (8) items were originally submitted to factor analysis; however, all the eight items were qualified to be included in the factor for further analysis. The factor loading required for each item to be included in the factor is .04 as suggested by (Atyeo, Adamson & Cant 2001).

The whole items loaded into the factor account for 37.33% of the variance with each item. The Kaiser-Meyer-Olkin (KMO) result indicates a high value .904 (according to

Julie, 2007 the KMO for .90 is considered very well) with chi square value of 784.935.

The summary statistics for this analysis are presented in table 4.3 below.

Table 4.3: Factor Analysis Result for Dependent Variable

Employee Performance Items	Code	Factor Loading
I can usually reach the standards of performance reviews.	B1	.635
I can always resolve an unexpected event.	B2	.781
I can complete the assigned task quickly and efficiently.	B3	.774
I can maintain good service standards.	B4	.742
I maintain good attendance records.	B5	.661
I am very familiar with standard operational procedures.	B6	.629
I take a proactive approach to resolving workplace issues.	B7	.634
Generally speaking, my manager pleased with my job performance.	B8	.522
Kaiser-Meyer-Olkin		.877
Bartlett's' test of sphericity approx. chi square		268.370
df.		28
Sig.		.000

4.4.2 Factor Analysis Result of Independent Variables

Regarding independent variables, which are workload, role conflict, supervisor support and co-worker support. The whole items measuring this variables were all subjected to SPSS for factor with principal component analysis and a varimax rotation so as to determine how many factors that actually measure the variable. The initial items that were submitted to the factor analysis using SPSS is twenty-three (25).

However, the result showed that only twenty-one (21) items made it to the final factor, that is only twenty-one (21) items were selected and to be included in the factor for further analysis. Two (2) items, specifically, items c1 and d3 were excluded because they failed to load into the factor. The factor loading required for each item to be included in the factor is .04 as suggested by (Atyeo et al., 2001).

The whole items loaded into the factor account for 37.98% of the variance with each item. The Kaiser-Meyer-Olkin (KMO) result indicates a value of .85 (as mentioned by Julie, 2007 the KMO with .80 is considered good) with chi square value of 749.167.

The summary statistics for this analysis are presented in table 4.4 below.

Table 4.4: Factor Analysis Result for Independent Variables

Independent Variables Items	Code	Factor Loading
Factor 1- Workload		
I feel stressed because of the unrealistic deadline.	C2	.771
I rushed in doing my job.	C3	.663
There isn't enough time during my regular workday to do everything that expected of me.	C4	.771
There is less time for rest breaks at work.	C5	.691
Job demand interferes with personal time.	C6	.734
Factor 2- Role Conflict		
I have to do things that should be done differently.	D1	.636
I receive an assignment without the manpower to complete it.	D2	.735
	D3	.762

I have to buck a rule or policy in order to carry out an assignment.		
I do things that are likely to be accepted by one person and not accepted by others.	D5	.738
	D6	.601
I receive an assignment without adequate resources and materials to execute it.	D7	.546
I work on unnecessary things.		
Factor 3- Supervisor Support		
My supervisor is concerned about the welfare of those under him.	E1	.841
My supervisor pays attention to what I am saying.	E2	.847
My supervisor is helpful in getting the job done.	E3	.874
My supervisor is successful in getting people to work together.	E4	.827
My supervisor treats people fairly.	E5	.774
My supervisor recognizes employees' contribution.	E6	.802
Factor 4- Co-worker Support		
I generally receive help from my co-worker when I ask for it.	F1	.633
People I work with are friendly.	F2	.808
My co-workers volunteer to help handle problems when they come up.	F3	.792
	F4	.770
Most of my co-workers do their fair share of the work.		.737
Kaiser-Meyer-Olkin		1339.2
Bartlett's' test of sphericity approx. chi square		253
df.		.000
Sig.		

4.5 Reliability Analysis

A reliability test analysis was conducted on the instruments used in this study with the view of checking how reliable and stability of the items in survey and accuracy of a measurement procedure (Sekaran & Bougie, 2013). To assess for the reliability, the Cronbach's Alpha indicator which is the common has been used in order to analyze the reliability of the questionnaire used for this research purpose. Details and values of Cronbach's Alpha result for all variable are presented in Table 4.5 below.

The result for the reliability analysis showed that all the variables instruments relied under the range of "good" level of reliability as the values of Cronbach's alpha for all is above 0.7 The highest Cronbach's alpha value among the independent variables was obtained by supervisor support variable with (0.911); following with workload (.796), co-worker support (0.791) and the least, role conflict with (0.775). Whereby, Cronbach's alpha for the dependent variable, employee performance is 0.824.

Table 4.5: Result of Reliability Test

Variables	Number of Items	Cronbach's Alpha
Employee Performance	8	.824
Workload	5	.796
Role Conflict	6	.775
Supervisor Support	6	.911
Co-worker Support	4	.791

4.6 Pearson Correlation Analysis

Pearson Correlation analysis have been conducted in order to examine the relationship among the variables which are workload, role conflict, supervisor support and co-worker support with the employees performance and to identify the strength of relationship for all variables. The findings from the analysis helps fulfilling the research objectives in chapter two. The analysis results obtained from Pearson Correlation analysis have been shown in Table 4.6 below.

From the analysis result, it indicates that workload correlated with employee performance at $r = -0.126$. Therefore, from the analysis it determines that there is no significant between workload and employee performance because the value is more than $p > 0.01$ and consider as a negative relationship. Subsequently, rejected the hypothesis (H1) "There is a significant and negative relationship between workload and employee performance".

In addition, the correlation between role conflict and employee performance is $r = 0.497$; while the significant value for this factor is .000, From the analysis it determines that there is a significant and negative relationship between employee performance and role conflict; because the value is $p < 0.01$. Subsequently, accepted the hypothesis (H2) "There is a significant and negative relationship between role conflict and employee performance".

Moreover, the result of correlation between supervisor support and employee performance is $r = 0.395$ and the significance value is .000 which also significant at $p < 0.01$. For this variable, it can describe that correlation have significant and positive

relationship. Thus, accepted the hypothesis (H3) “There is a significant and positive relationship between supervisor support and employee performance”.

Besides, the correlation between co-worker support and employee performance is $r = 0.540$ while the significant value for this factor is 0.000. From the analysis it determines that there is a significant and positive relationship; because the value is $p < 0.01$. For this variable, accepted the hypothesis (H4) “There is a significant and positive relationship between co-worker support and employee performance”.

Therefore, the correlation between role conflict, supervisor support, co-worker support and employee performance is considered strong while there is no correlation between workload and employee performance. Table 4.5 below presented the correlation and significance value between the variables.

Table 4.6: Result of Pearson Correlation Analysis

	Employee performance	Workload	Role Conflict	Supervisor Support	Co-worker Support
Employee performance	1				
Workload	-.126	1			
Role Conflict	-.497**	.339**	1		
Supervisor Support	.395**	.048	.013	1	
Co-worker Support	.540**	-.272**	-.213*	.249**	1

*Correlation is significant at the 0.05 level (1-tailed)

**Correlation is significant at the 0.01 level (1-tailed)

4.7 Multiple Regression Analysis

Multiple regressions are used to identify the further impact of many independent variables on a dependent variable. In this study, multiple regression analysis were carried out to determine how much of the variance as well as contribution of the independent variables (workload, role conflict, supervisor support and co-worker support) in predicting employee performance as dependent variable.

Table 4.7: Result of Multiple Regression

Employee Performance	Standardized Coefficients		Unstandardized Coefficients		Sig.
	B	Std.Error	Beta	t	
Workload	.082	.046	.125	1.803	.074
Role Conflict	-.368	.055	-.457	-6.746	.000
Supervisor Support	.183	.041	.295	4.482	.000
Co-worker Support	.311	.053	.403	5.856	.000
F Value	34.200				
R 2	.545				
Adjusted R Square	.530				

Based on the result illustrated in table 4.7 that the determinants variables (workload, role conflict, supervisor support and co-worker support) explained 54.5% ($R^2=0.545$) of the variance of employee performance. While for the remaining percentages which is 55.5% is explained by other variables. The standardized coefficients beta (B) for workload is $B= 0.082$ with a significant level $P>0.05$. Workload significant level is above 0.05, this means that it does not give a significant influence towards employee performance.

However, the standardized coefficients beta (B) for role conflict is $b = -0.368$ with a significant level $P < 0.05$. Role conflict significant level is below 0.01, this means that the result give a significant influence towards employee performance. In terms of the standardized coefficients beta (B) for supervisor support is $b = 0.183$ with a significant level $P < 0.01$; this means the result is found to be significant since the significant is below 0.05. Finally, the result concerning the standardized coefficients beta (B) for co-worker support is $b = 0.311$ with a significant level $P < 0.01$. Co-worker support significant level is below 0.01, this means that the result give a significant influence towards employee performance.

4.8 Conclusion

This chapter presented on the findings of the study based on the statistical analysis that has been conducted in clarifying the hypothesis that has been developed in this study. After analyzing all the data, the result showed that three independent variables that have significant relationship with employee performance which are role conflict, supervisor support and co-worker support; while workload has insignificant relationship with employee performance. Thus, the hypothesis H2, H3 and H4 are supported, while hypothesis H1 is not supported. Results of hypothesis testing is presented in Table 4.8. The following chapter will discussion the results, limitations, recommendations and conclusion are presented.

Table 4.8 Summary of Hypothesis Testing

Hypothesis	Description	Result
H1	There is a significant and negative relationship between workload and employees performance.	Rejected
H2	There is a significant and negative relationship between role conflict and employees performance.	Accepted
H3	There is a significant and positive relationship between supervisor support and employees performance.	Accepted
H4	There is a significant and positive relationship between role conflict and employees performance.	Accepted

CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter present the discussion and conclusion based on the finding of this study. Then, it follows by further explanation of contribution and implication, the chapter also covers the recommendations for future research that related to the study.

5.2 Summary of the Finding

The purpose of this study is to examine the relationship between workload, role conflict, supervisor support and coworker support with employees' performance among employees at telecommunication company, Jordan. Therefore, the discussions of this study are arranged according to the research objectives that has developed by the researcher in Chapter One before implement the study. These objectives have been highlighted in this chapter to connect the objective with the finding in chapter four. The details explanation will discuss in the next section.

5.2.1 Relationship between Workload and Employee Performance

Workload showed an insignificant relationship with the employee performance, based on correlation result showed that the value for workload and employee performance is -0.126; so that the first hypothesis is rejected for this research. This findings shows that workload not significantly correlate with employees' performance, and thus having high or low workload may not influence employees to performance in organization. This is because nowadays the Jordanian employees face several challenges due to globalization and technological advancement which lead to decrease the opportunity to get job due to low employment rate. Under these circumstances, the

employees may think they still need to performance well even though in high or low workload in order to maintain their job. In this case, the employees must as a matter of fact It implies that employee should always show positive performance during the work hours, and maintain the excellent operational performance and appropriate quality standards and accept the high workload in order to remain their job.

This finding seemed to be similar from the results obtained by Johari et al., (2018) and Munawaroh et al., (2013) which showed that there is insignificant relationship between both variables. A reasonable explanation to this is that most employees in the study have 37 years old and above as well as (50.4%) employees have serve the company between 1 to 5 years, thus, they have adequate experience in executing their tasks and responsibilities related to customer service and face the high workload during the work hours.

Another reason is that workload changes may also occur because of intra-group relationships. Based on the results in this study, there is a significant and positive relationship between supervisor and co-worker support. Therefore, the workload at the individual level may be related to factors at the group or group level that affect the individual level. Hence, a good working environment and relationships within the group that have the ability to reduce the workload, make everyone more productive and participate in their jobs and thus make the company more successful.

Moreover, the most important effects refer to job design and a well-established HR control system that helps to balance the workload. Thus, when managers create a balanced work environment that reduces the workload, it helps employees to achieve

their performance standards. Hence, heavy workload has no bearing on job performance among telecommunication company employees in Jordan.

5.2.2 Relationship between Role Conflict and Employee Performance

For the second hypothesis related to role conflict dimension, the result showed that the hypothesis is supported by the findings as there is a significant and negative relationship between the role conflict and employee performance among telecommunication employee, Jordan. The value for role conflict and employee performance is $-.497^{**}$. The result suggests that role conflict would play a significant and negative role in influence employee performance in the telecommunication companies particularly in Jordan.

The finding shows that the employee who received high role conflict would significantly decline their performance. In telecommunication context there are incompatible demands placed upon an employees from the top management or even clients that lead to be difficult to compliance with both of them; these demands could be in the form of time, resources or capabilities of an individual, multiple task for a single person. Thus, a single person that require incompatible behavior due to conflicting expectations, then produce a direct influence on employee performance.

This is result totally similar with the findings generated by Belias et al., 2015; Iroegbu, (2013); Schepers et al., (2016) and Sutanto et al., (2017) which concluded that role conflict are the prime reason of causing decline performance among employees. However, this due to role conflict related with situations of conflicting directives, or the giving of directives without adequate materials or time for their execution. In this

case, employee would be confused as to what action to carry out in order to complete their duties and at the same time this condition reduces level of their performance.

Study conducted by Rum, Troena, & Hadiwidjono, (2013) found that the higher the role conflict, the lower the employees' performance; the lower the role conflict, the higher the employees' performance. Moreover, role conflict has an effect on employee behavior, meaning that the conflict in the workplace affects the ability of the formal completion of every task done by the employees in the workplace (Belias et al., 2015). Based on both the current study and previous ones, it can be explained that the role conflict has a negative effect on the employees' performance; when it is higher, the employee performance is lower and vice versa (Tang & Chang 2010).

5.2.3 Relationship between Supervisor Support and Employee Performance

The result showed that there is a significant and positive relationship between the supervisor support and employee performance. Based on result showed that the value for Pearson's correlation analysis is .395**. The finding shows that employees which received high supervisors support would significantly increase their employees' performance. the employee who receives a good support from the supervisor which lead to reduce work stress, improve work engagement, increase their coping ability and facilities good performance. In this is context, the supportive leadership plays an important role between the telecommunication employees in reducing stress, create sense of loyalty and helps them to buffer with work demands which lead to better job performance. Moreover, the leaders fully aware that his support is important for those who are serving in the organization and one of the ways for improving their

performance and reduces the stress which generated from high job demands. This is result consistent with findings of Bhatti, Mat, & Juhari, (2018); Nasurdin et al., (2018).

In addition, findings of this study indicate that the critical element of performance increase and employee productivity is the support of supervisors, this is means the employee who received good support from supervisor have positive influence on their level of performance. In addition, effective employee commitment is the result of supportive supervision, which reduces burnout and is the best predictor of job performance, whereas, a low level of support causes high turnover and reduces employee performance. Thus, when employees obtain appropriate support from their supervisor, they can deal sufficiently with a work problems and face the job challenges.

In addition, supervisor support has significant effect on negative relationship between workload and performance because during exposure to high workload, the process of resources depletion is stabilized through supply of supervisor support, which balance the rate of resources depletion and thus helps the telecommunication employees to maintain performance standards. Moreover, a supportive environment is potentially helpful to employee productivity because of the buffering effect against stress. In particular, supervisor support is considered beneficial for employee stress reduction as an external resource that improves engagement and productivity.

Lastly, when employees perceive that their supervisor care about them, it creates positive work engagement and employees display good citizenship behavior, which improve performance. thus, resources possessed by employees, buffers the negative effects of workload and role conflict on performance, where the performance of

employees is supposed to increase in presence of resources and vice versa. Based on findings in the present study, it can be said that the supportive work environment through harmonious supervisor support is necessary to improve employees' performance.

5.2.4 Relationship between Co-worker Support and Employee Performance

For the last hypothesis related to co-worker support and employee performance, the result of correlation value that is .540** indicates that there is significant and positive relationship between co-worker support and employee performance.

The research finding showed that employee feel satisfies with co-worker relationship because their colleagues provide an assistance when they facing with the high job demands during their work hours or inconsistency tasks. Besides that, by helping each other also can strengthen the teamwork spirit, even though every employees have their work duty but through offering a help and effective communication with co-worker can enhance their work performance and create friendly work environment. This means that telecommunication employee who have cooperative working environment from co-workers help them to face the working challenges and to perform better during their task.

This result compatible with the finding of previous researchers Abu Al-Rub, (2004); Amarneh et al., (2010); Bhatti et al., (2018) and Nasurdin et al., (2018) whom also found a positive correlation between job performance and co-workers, that is means employees who received good support from their co-worker, they have a good impact on the level of performance. In this regard, support from the co-worker is key element for reduced stress and achievement of goals at any workplace. Better working

conditions, appropriate set of skills and knowledge, and healthy mental conditions can help employee perform better at the workplace. Similarly, a supportive work environment, especially with co-worker support, develops a supportive culture, resulting in the employee to become a good citizen at work, which makes it easier for employee to achieve their job target and overall, create a positive work environment.

Co-worker support may enhance coping and thus the health and well-being of individuals, which might increase work performance and reduce stress related work whereby the support received from the people around at the workplace somehow increase the motivational elements within an individual, thus eventually reflecting in performance level of the employees. Thus, Positive spirit from the surroundings is able to reflect in how the employees perceived the challenges in their daily job responsibilities.

Co-worker support can be a more important resource for employees to solve their problems effectively because the supportive co-worker help to carry out tasks which are difficult to share with others. In such a situation, coworker support, either emotional or tangible, would be of great help.

5.3 Implications of the Study

The finding and discussion achieved in this study will be useful to telecommunication companies. These contributions will provide some insight on the factors that affect performance of their employees. These contribution are divided into theoretical and practical to this section.

5.3.1 Theoretical Contribution of the Study

From a theoretical perspective the contribution of this research lies in determining the factors affecting employees' performance among employees in telecommunication company, Jordan. In addition, this study also specifically confirm association between job demands (workload and role conflict) and job resources (supervisor support and co-worker support) dimension and employee performance. This study also contribute further knowledge in the important of job demands and job resources as predictor of employee performance. In addition, the finding of the study also provide empirical support for JD-R model in chapter two pertaining to the relationship between job demands, job resources and employee performance. Job demands refer as physical and psychological elements of stress factors that influence on how employees able to manage excessive work, unexpected assignment, or work conflict (Taipale et al., 2011). Meanwhile, job resources refer to those physical and psychological source of element that assist to accomplish work goal, reduce job demand, and stimulate personal development (Bakker et al., 2007). Based on result,

5.3.2 Practical Contribution of the Study

The primary purpose of this study is to identify the factors affecting employees' performance among employees in telecommunication company, Jordan. In addition, the practical contribution of this study to realize the effects of job demands and resources on employees' performance among employees in telecommunication companies, Jordan. Hence, the finding of this study provide the practical contribution such as useful guidelines to the telecommunication managers in knowing of the factors that effect on their employee performance in the telecommunication industry to

enhance and develop of employees' performance among employees in Jordanian telecommunication companies.

Furthermore, it is crucial for management to understand the factors that affect their employee's performance. Hence, the result of the study offers several indications to telecommunication managers regarding the potential factors that may influence employee's performance. With this knowledge and information, telecommunication managers can plan and manage the issue through appropriate human resources actions and strategies. In short, the findings of this study would benefit the telecommunication industry in the management and control their employee's performance. It is also expected that the findings would make them realize the importance of balancing job demands and job resources to enhance the employee performance. Thus, the finding of this study showed that the main factors that effect on performance among employees in Jordanian telecommunication companies are role conflict and workloads.

5.4 Recommendations for Telecommunication Company

The result of this study will help telecommunication companies in the field of managing employees' job demand and resources which in turn will improve the performance of their employees. It will also guide them in managing the factors that affect their employees' performance for better quality services. Furthermore, telecommunication management should be more aggressive to facing the factors that influences their employees' performance and how this will be helpful for them in improving their own career path and create good working environment.

Upon the findings, there are three significant factors that affect the telecommunication employees which is role conflict, supervisor support and co-worker support. Hence, telecommunication management need to focus on these three variables (role conflict, supervisor support and co-worker support) extensively toward enhancing their employee performance. The company need to touch more on the programs, module, and seminars which help to develop the knowledge on managing role conflict. As from the effective programs, module, and seminars, it is hope to teach and give benefit to employees in order to face with the high job demands and work problems, specifically role conflict.

In Jordan work context, there are no rest time during the work hours as well as rest room, thus the telecommunication companies must set rest hours and rest room for their employees to make sure they can meet together among colleague and supervisor. This is an effort to create harmonious working environment among employees which lead to create good relationship and friendly working environment between them. Other than that, the telecommunication companies must establish activities in order to create supportive environment such as family day which assist them to know each other and create supportive and friendly environment.

Even though workload was found not significant with employee performance, it is might be due to globalization and high unemployment rate. In the future, if the employment rate becomes good, then workload will be one of the factors which affect employee performance. Moreover, workload is one of the job demands element which extremely influence the employee performance. Hence, the telecommunication management must control and make balance for the amount of work during the work

time. However, high workload subsequently affect employee behavior, thus controlling workload must be a specially issue to be concerned by the company management.

5.5 Limitation of the Study

The findings for this study have several limitations that need to bearing in mind by the researcher, there are two main limitations identified in this study. First, this study only considered on employees working in Jordanian telecommunication industry setting as the research subject. Hence, future study in this domain should target other industries and environments such as manufacturing, nursing, education etc. Moreover, the study setting was in privet sector; the results might be different for public sector. Therefore, the finding of this study could not be popularized to employees in other industry as they have different human resource practices and policy that would affect their employees' performance. It is recommended that future researchers replicate this study in other industries and environments by integrating employees in other industries, and can further make the results obtained in this more appropriate.

Second, this study also has a limitation in number of population among telecommunication employees, because this study is only focused on employees in Zain group, Jordan. Thus, due to limitation on number of respondent, time allocation, focusing population and location could not represent the overall response of all telecommunication institution. Hence, it is suggested that similar research could be duplicated with a larger sample which may include telecommunication employees from all telecommunication companies of Jordan. The use of larger sample would help to generalize the results of the study.

5.6 Conclusion

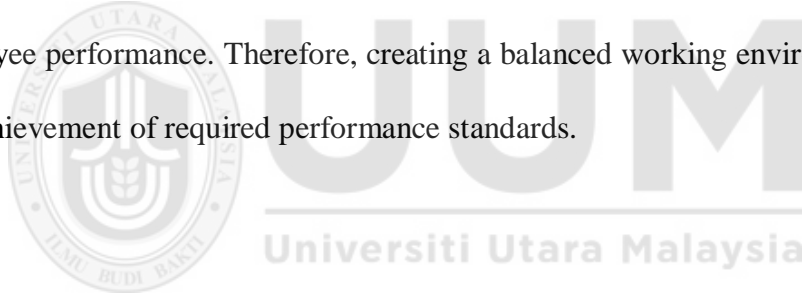
Conclusively, chapter one (1) involved the development of the research questions and objectives in order to discuss the issues about employee performance from a theoretical perspective, as well as from a practical point of view in order to understand the factors that effect on employee performance. For the second (2) chapter, it is related to previous studies relating to employee performance, job demands (workload and role conflict), job resources (supervisor support and co-worker support) and the relationship between these variables in order to develop the hypothesis and theoretical framework of the study. Besides, this chapter also looks on the outline of the literature on underlying theories that is JD-R model, in order to highlight the hypothesis and theoretical framework of the study. Next, chapter three (3) have discussed on the methodologies used for this study. Chapter four (4) provided details in analysis and the results obtained. The last chapter, chapter five (5) is about the further discussions that justify the results obtained in Chapter 4.

This study has fulfilled all the objectives and answered the research questions proposed where it has shown that employees' performance is one of the most central foundations of modern management, because a good employee's performance is at the heart of all the endeavors of organizations. However, Jordan telecommunication companies face different challenges caused by new technology and climate change which led to threats and challenges to organizations to achieve its operational excellence and maintain their employee at a high level of performance. Moreover, there is a lack highly skilled workers in Jordan who can help stir up this industry. Consequently, study the factors that influence on employee performance are very

necessary and relevant in the Jordan telecommunication industry because this sector is very important in national economic growth.

Precisely, the research objectives have been fulfilled in examining the relationship between workload, role conflict, supervisor support, and co-worker support towards employees' performance among employees in telecommunication company, Jordan.

It can be concluded that three (3) variables is significantly affecting the employee performance among the telecommunication company which are role conflict, supervisor support and co-worker support, meanwhile workload has insignificant effect on performance. From this finding, the management of Telecommunication Company could enhance efforts in contributing to reducing factors that affect employee performance. Therefore, creating a balanced working environment leads to the achievement of required performance standards.



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Dear Respondent,

I am currently a Master in Human Resource Management student of UUM on “Factors Affecting Employees’ Performance Among Employee In Telecommunication Company, Jordan”.

I kindly ask for your cooperation in answering this questionnaire which only going to take 15-20 minutes to complete this questionnaire. The information provided by you will only be used for Academic Purpose and will be kept completely confidential. Please answer all items in the questionnaire honestly and carefully as it will influence the result of the research.

Thanks for your time in responding to this questionnaire. I highly appreciate your participation in this research.

عزيزي المجيب

انا طالب ماجستير في جامعة اوتارا الماليزية ابحت في " العوامل التي تؤثر على اداء الموظفين بين موظفي شركة الاتصالات, الاردن"

أرجو التفضل بتعاونكم في الاجابة على هذا الاستبيان الذي لن يستغرق سوى 15-20 دقيقة لاستكمالها. لن يتم استخدام المعلومات التي قدمتها إلا للأغراض الأكاديمية وسيتم الاحتفاظ بها بسرية تامة. يرجى إجابة على جميع العناصر الواردة في الاستبيان بأمانة وعناية لأنها ستؤثر على نتيجة البحث.

شكرا على وقتك في الرد على هذا الاستبيان. أنا أقدر مشاركتكم في هذا البحث.

Yours Faithfully,

.....

Anas Mohammad Abdelal
College of Business
Universiti Utara Malaysia

SECTION A: DEMOGRAPHIC INFORMATION:

These items ask for some personal information. Please be assured that your responses to these questions are confidential.

Please fill in or put a tick (✓) in the appropriate box

هذه العناصر تتطلب بعض المعلومات الشخصية. يرجى التأكد من أن ردودكم على الأسئلة سرية.

يرجى وضع علامة (✓) في المكان المناسب.

I. What is your Gender?

الجنس؟

☐ Male \ ذكر

☐ Female \ أنثى

II. To which of the following age groups do you belong?

ألى أي من الفئات العمرية التالية تنتمي أنت؟

☐ 20-25 Years

☐ 26-31 Years

☐ 32-36 Years

☐ 37 Years and above

III. Your working experience in this company?

كم مدة خبرة العمل في هذه الشركة؟

☐ ≤ 1Years

☐ 1-5 Years

☐ 5-10Years

☐ 10-15 Years

IV. Which following status do you belong?

الحالة الاجتماعية؟

☐ Single \ أعزب

☐ Married \ متزوج

☐ Divorce \ منفصل

V. Which of the following qualification you have?

المؤهل العلمي؟

☐ Diploma \ دبلوم

☐ Degree \ بكالوريوس

☐ Masters \ ماجستير

SECTION (B): EMPLOYEE PERFORMANCE**فقرة (ب): أداء الموظف****These questions pertain to employee performance****تتعلق هذه الأسئلة بأداء الموظف****Please answer the following questions by the rating:****يرجى الإجابة على الأسئلة التالية باستخدام أدوات التقييم:**

Strongly disagree لا أوافق بشدة	Disagree لا أوافق	Uncertain غير مؤكد	Agree أوافق	Strongly agree أوافق بشدة
1	2	3	4	5

NO	Questions					
1.	I can usually reach the standards of performance reviews. يمكنني عادة الوصول إلى معايير مراجعات الأداء.	1	2	3	4	5
2.	I can always resolve an unexpected event. يمكنني دائما حل الحدث غير المتوقع.	1	2	3	4	5
3.	I can complete the assigned task quickly and efficiently. يمكنني إكمال المهمة المعبنة بسرعة وكفاءة.	1	2	3	4	5
4.	I can maintain good service standards. يمكنني الحفاظ على معايير الخدمة الجيدة.	1	2	3	4	5
5.	I maintain good attendance records. أحتفظ بسجلات حضور جيدة.	1	2	3	4	5
6.	I am very familiar with standard operational procedures. أنا على دراية تامة بالإجراءات التشغيلية القياسية.	1	2	3	4	5
7.	I take a proactive approach to resolving workplace issues. أتبع نهجا استباقيا لحل مشكلات مكان العمل.	1	2	3	4	5
8.	Generally speaking, my manager pleased with my job performance. بشكل عام، يسر مديري أداء عملي.	1	2	3	4	5

PART (C): JOB DEMANDS**These questions pertain to workload****فقرة (ج): متطلبات العمل**

تتعلق هذه الأسئلة بعبء العمل

يرجى الإجابة على الأسئلة التالية باستخدام أدوات التقييم: Please answer the following questions by the rating:

Strongly disagree لا أوافق بشدة	Disagree لا أوافق	Uncertain غير مؤكد	Agree أوافق	Strongly agree أوافق بشدة
1	2	3	4	5

NO	Questions					
1.	I have to submit my work in a tightening deadline. يجب أن أقدم عملي في الموعد المحدد.	1	2	3	4	5
2.	I feel stressed because of the unrealistic deadline. أشعر بالتوتر بسبب الموعد النهائي غير الواقعي (الوقت غير كافي لأداء العمل).	1	2	3	4	5
3.	I rushed in doing my job. أُتسرع في أداء وظيفتي (أقوم بعملتي بشكل سريع بسبب ضغط العمل).	1	2	3	4	5
4.	There isn't enough time during my regular workday to do everything that expected of me. لا يوجد وقت كافٍ خلال يوم العمل المعتاد لفعل كل ما هو متوقع مني.	1	2	3	4	5
5.	There is less time for rest breaks at work. هناك وقت قليل للإستراحة في العمل.	1	2	3	4	5
6.	Job demands interferes with personal time. متطلبات الوظيفة تتداخل مع الوقت الشخصي.	1	2	3	4	5

PART (D): JOB DEMANDS**These questions pertain to role conflict****فقرة (ج): متطلبات العمل**

تتعلق هذه الأسئلة بتعارض الأدوار

Please answer the following questions by the rating: يرجى الإجابة على الأسئلة التالية باستخدام أدوات التقييم

Strongly disagree لا أوافق بشدة	Disagree لا أوافق	Uncertain غير مؤكد	Agree أوافق	Strongly agree أوافق بشدة
1	2	3	4	5

NO	Questions					
1.	I have to do things that should be done differently. يجب أن أفعل الأشياء التي ينبغي القيام بها بشكل مختلف.	1	2	3	4	5
2.	I receive an assignment without the manpower to complete it. أتلقي مهمة بدون القوى البشرية لإكمالها.	1	2	3	4	5
3.	I have to buck a rule or policy in order to carry out an assignment. يجب أن أحمل قاعدة أو سياسة من أجل تنفيذ مهمة.	1	2	3	4	5
4.	I receive incompatible requests from two or more people. أتلقي طلبات غير متوافقة (متنافرة) من شخصين أو أكثر.	1	2	3	4	5
5.	I do things that are likely to be accepted by one person and not accepted by others. أفعل الأشياء التي من المحتمل أن تكون مقبولة من قِبَل شخص واحد وغير مقبولة من قِبَل الآخرين.	1	2	3	4	5
6.	I receive an assignment without adequate resources and materials to execute it. أتلقي مهمة بدون موارد ومواد كافية لتنفيذها.	1	2	3	4	5
7.	I work on unnecessary things. أنا أعمل على أشياء غير ضرورية.	1	2	3	4	5

PART (E): JOB RESOURCES**These questions pertain to supervisor support****فقرة (هـ): موارد العمل**

تتعلق هذه الأسئلة بدعم المشرف

Please answer the following questions by the rating: يرجى الإجابة على الأسئلة التالية باستخدام أدوات التقييم:

Strongly disagree لا أوافق بشدة	Disagree لا أوافق	Uncertain غير مؤكد	Agree أوافق	Strongly agree أوافق بشدة
1	2	3	4	5

NO	Questions					
1.	My supervisor is concerned about the welfare of those under him. يهتم المشرف برعاية من هم تحته.	1	2	3	4	5
2.	My supervisor pays attention to what I am saying. يهتم المشرف بما أقوله.	1	2	3	4	5
3.	My supervisor is helpful in getting the job done. المشرف الخاص بي يساعد في إنجاز المهمة.	1	2	3	4	5
4.	My supervisor is successful in getting people to work together. المشرف ناجح في حث الناس على العمل معًا.	1	2	3	4	5
5.	My supervisor treats people fairly. المشرف يعامل الناس بشكل عادل.	1	2	3	4	5
6.	My supervisor recognizes employees' contribution. يعترف المشرف بمساهمة الموظفين.	1	2	3	4	5

PART (F): JOB RESOURCES**فقرة (و): موارد العمل****These questions pertain to co-worker support**

تتعلق هذه الأسئلة بدعم زملاء العمل

Please answer the following questions by the rating: يرجى الإجابة على الأسئلة التالية باستخدام أدوات التقييم:

Strongly disagree لا أوافق بشدة	Disagree لا أوافق	Uncertain غير مؤكد	Agree أوافق	Strongly agree أوافق بشدة
1	2	3	4	5

NO	Questions					
1.	I generally receive help from my co-worker when I ask for it. أتلقي عمومًا مساعدة من زميلي في العمل عندما أطلب ذلك.	1	2	3	4	5
2.	People I work with are friendly. الناس الذين أعمل معهم ودودون.	1	2	3	4	5
3.	My co-workers volunteer to help handle problems when they come up. يتطوع زملائي في العمل للمساعدة في معالجة المشكلات عند ظهورها.	1	2	3	4	5
4.	Most of my co-workers do their fair share of the work. يقوم معظم زملائي في العمل بنصيبهم العادل من العمل.	1	2	3	4	5

****THANK YOU FOR TAKING TIME TO COMPLETE THIS SURVEY********شكرًا على قضاء وقتك لاستكمال هذه الاستبيان****